



**The Meeting Transcript of  
The Los Angeles County  
Board of Supervisors**



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1           [There is no reportable action as a result of the  
2           Board of Supervisors' closed session held today.]

3

4

5

6   **SUP. BURKE, CHAIR:** GOOD MORNING. WE'D LIKE TO ASK EVERYONE TO  
7   STAND FOR THE INVOCATION. THE INVOCATION WILL BE BY PASTOR  
8   JAMES TOLLE, THE CHURCH ON THE WAY, IN VAN NUYS. THE PLEDGE  
9   WILL BE BY LEVON BROOKS, THIRD VICE PRESIDENT OF PETE VALDEZ  
10  SR. AMVETS POST NO. 2 IN CULVER CITY. REVEREND?

11

12  **PASTOR JAMES TOLLE:** THANK YOU VERY MUCH. LET'S ALL PRAY.  
13  CREATOR OF ALL PEOPLES, WE BEGIN OUR SESSION BY ACKNOWLEDGING  
14  YOU AND ASKING FOR YOUR HELP. WE PRAY THE WORDS OF A WISE  
15  PROPHET WHO THOUSANDS OF YEARS AGO SAID "IT IS THE DUTY OF  
16  LEADERS TO ACT JUSTLY, TO LOVE MERCY AND TO WALK HUMBLY WITH  
17  THEIR GOD." WE THANK YOU FOR HAVING SEEN FIT TO PLACE THESE  
18  SUPERVISORS IN THEIR POSITIONS OF AUTHORITY THROUGH THE WILL  
19  OF THE ELECTORATE. AND SO WE ASK THAT YOU GIVE THEM  
20  TRANSCENDENT WISDOM. GIVE THEM A PREVAILING STRENGTH AS THEY  
21  SEEK SOLUTIONS FOR THE MANY NEEDS OF THIS GREAT COUNTY. GIVE  
22  THEM A RESOLVE FOR RIGHTEOUSNESS AND GIVE THEM A PROFOUND  
23  AWARENESS HOW BEST TO LOVE AND CARE FOR THE PEOPLE YOU HAVE  
24  PLACED HERE. HELP THEM MANAGE THE AGENDA OF THE COUNTY AS WELL  
25  AS ITS FINANCES. HELP THEM ESTABLISH RULES AND REGULATIONS



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1 THAT WILL ENHANCE AND RELEASE THE FREEDOMS THAT WE ALL SEEK.  
2 MAY THESE SUPERVISORS LONG ENJOY THE FRUIT OF THEIR LABOR. WE  
3 PRAY THAT YOU STRENGTHEN AND PROTECT THE FAMILY WITHIN OUR  
4 COUNTY'S LIMITS, THE FAMILY IN ITS MANY CONFIGURATIONS, SO  
5 THAT IT WOULD BE A PLACE OF REFUGE AND NURTURE AND SAFETY.  
6 BLESS THE ECONOMY AS WELL AS THE HEALTH OF THE PEOPLES OF THIS  
7 COUNTY. HELP US WITH THE DESTITUTE, THE DISENFRANCHISED, THE  
8 ELDERLY AND THE AFFLICTED. BLESS THE HEALTHCARE PROFESSIONALS  
9 AND PUBLIC SERVICE EMPLOYEES WHO SEEK OUR GOOD. MAY THE SCHOOL  
10 SYSTEMS PREVAIL IN EDUCATING OUR CHILDREN. ESTABLISH  
11 PROTECTION, SAFETY AND ORDER WITHIN OUR LIMITS. KEEP US SAFE  
12 FROM TERRORISM. KEEP US SAFE FROM ANY DECISIONS WE  
13 INADVERTENTLY WOULD MAKE WHICH WOULD LEAD TO OUR DESTRUCTION.  
14 WE PRAY FOR ADEQUATE HOUSING, FOR AN ABUNDANCE OF JOBS IN  
15 INDUSTRY. WE PRAY YOU HELP US TO BE WISE STEWARDS OF OUR  
16 RESOURCES. GIVE US TRUE CREATIVITY AND SOLUTIONS REGARDING  
17 YOUR AGES OLD INSTRUCTION TO BE KINDLY DISPOSED TO THE  
18 FOREIGNER WHO IS WITHIN OUR MIDST. I PRAY, OH GOD, THAT THESE  
19 MEN AND WOMEN WHO GATHER TO DECIDE THE AFFAIRS OF THIS GREAT  
20 COUNTY OF LOS ANGELES WOULD COUNT ON THE SUPPORT OF THE FAITH  
21 COMMUNITY OF WHICH I AM A PART. FORGIVE US AND BUILD US INTO A  
22 GREAT SOCIETY. RATHER THAN FEAR AND HATRED, I PRAY, LASTLY,  
23 THAT YOU PLACE JOY AND LAUGHTER WITHIN OUR COUNTY SO WE WOULD  
24 BE A PEOPLE OF TRUE HEALTH. AMEN.

25





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1    **LEVON BROOKS:** PLEASE JOIN US IN THE PLEDGE OF ALLEGIANCE.

2    [PLEDGE OF ALLEGIANCE RECITED]

3

4    **SUP. BURKE:** IT'S TOLLE? AND WE'RE SO PLEASED TO HAVE YOU HERE.

5    UNFORTUNATELY, ZEV YAROSLAVSKY IS NOT HERE SO I HAVE TO TAKE

6    HIS PLACE. AND HE IS THE SENIOR PASTOR AT THE CHURCH ON THE

7    WAY, FOUNDED BY THE RENOWNED PASTOR, D. JACK HAYFORD. PASTOR

8    TOLLE GIVES LEADERSHIP TO BOTH ENGLISH AND SPANISH LANGUAGE

9    CONGREGATIONS, WHICH HAVE GROWN TO A COMBINED 20,000

10    WORSHIPPERS, INCLUDING ONE OF THE LARGEST SPANISH SPEAKING

11    CONGREGATIONS IN NORTH AMERICA, LA IGLESIA EN EL CAMINO. DR.

12    TOLLE'S BROAD EXPERIENCE MAKES HIM IN DEMAND IN MINISTRY AND

13    LEADERSHIP ROLES AROUND THE WORLD. THIS VIETNAM VETERAN HAS

14    BEEN A BUSINESS ENTREPRENEUR, CONFERENCE SPEAKER, COLLEGE

15    PROFESSOR, EXECUTIVE, RADIO AND TELEVISION HOST. HE'S MARRIED

16    AND HAS FOUR ADULT SONS AND FOUR GRANDCHILDREN. THANK YOU SO

17    MUCH FOR JOINING US HERE TODAY AND FOR THAT INSPIRATION.

18    [APPLAUSE.]

19

20    **SUP. KNABE:** MADAME CHAIR, COULD I JUST ADD THAT PART OF HIS

21    GREAT TEAM OUT THERE AT THE CHURCH IS A DEAR FRIEND OF ALL OF

22    US, A FORMER RESIDENT OF THE WHITE HOUSE, AND KATHY RUST. AND

23    KATHY'S OUT THERE. WELCOME, KATHY.

24



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1    **SUP. BURKE:** KATHY, WILL YOU STAND UP? SHE WAS ALWAYS SO  
2    WONDERFUL TO US IN WASHINGTON. THANKS. SO GOOD TO SEE YOU,  
3    KATHY. [APPLAUSE.] AND OUR PLEDGE VETERAN TODAY IS LEVON  
4    BROOKS. AND HE IS FROM INGLEWOOD, CALIFORNIA. HE IS IN THE  
5    AMVETS. PETE VALDEZ, SR., POST NO. 2 CULVER CITY, THIRD VICE  
6    PRESIDENT. HE WAS IN THE MILITARY FROM '74 TO '78 AS A PRIVATE  
7    FIRST CLASS IN THE U.S. ARMY. HIS UNIT WAS THE FIRST FIELD  
8    ARTILLERY. HE'S RETIRED. HE HAS NO CHILDREN. HE'S LIVED IN THE  
9    DISTRICT FOR 10 YEARS. AND HE WENT TO SCHOOL IN JEFFERSON  
10   COUNTY, MONTICELLO, FLORIDA. THANK YOU SO MUCH FOR BEING WITH  
11   US. [APPLAUSE.] WE GET SO MANY PEOPLE FROM CULVER CITY. WE  
12   HAVE ACTIVE FRIENDS THERE. THANK YOU SO MUCH. WE'LL NOW HAVE  
13   THE AGENDA.

14

15   **CLERK SACHI HAMAI:** GOOD MORNING MADAME CHAIR PRO TEM. MEMBERS  
16   OF THE BOARD, WE WILL BEGIN TODAY'S AGENDA ON PAGE 3, AGENDA  
17   FOR THE MEETING OF THE COMMUNITY DEVELOPMENT COMMISSION, ITEMS  
18   1-D AND 2-D.

19

20   **SUP. BURKE:** MOVED BY MOLINA, SECONDED BY KNABE, WITHOUT  
21   OBJECTION, SO ORDERD.

22

23   **CLERK SACHI HAMAI:** BOARD OF SUPERVISORS ITEMS 1-4. ON ITEM  
24   NUMBER 2 AS INDICATED ON THE POSTED AGENDA, SUPERVISOR



**The Meeting Transcript of  
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1 YAROSLAVSKY REQUESTS THAT THIS ITEM BE CONTINUED ONE WEEK TO  
2 OCTOBER 23RD, 2007.

3

4 **SUP. BURKE:** ITEM 2, WITHOUT OBJECTION, ITEM 2 WILL BE  
5 CONTINUED. AND THAT WENT TO?

6

7 **CLERK SACHI HAMAI:** TO OCTOBER 23RD.

8

9 **SUP. BURKE:** OCTOBER 23RD.

10

11 **CLERK SACHI HAMAI:** AND THE REMAINING ITEMS ARE BEFORE YOU.

12

13 **SUP. BURKE:** ON THE CONTINUATION IS APPROVED WITHOUT OBJECTION.  
14 AND ON REMAINING ITEMS, MOVED BY KNABE, SECONDED BY  
15 ANTONOVICH, WITHOUT OBJECTION, SO ORDERED.

16

17 **CLERK SACHI HAMAI:** CONSENT CALENDAR ITEMS 5 THROUGH 40. ON  
18 ITEM NUMBER 9 AS INDICATED ON THE SUPPLEMENTAL AGENDA,  
19 SUPERVISOR BURKE REQUESTS THAT THIS ITEM BE CONTINUED FOR ONE  
20 WEEK TO OCTOBER 23RD, 2007.

21

22 **SUP. BURKE:** WITHOUT OBJECTION, 9 IS CONTINUED.

23





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1 **CLERK SACHI HAMAI:** THAT WAS ITEM NUMBER 9. ON ITEM NUMBER 31,  
2 THERE'S A REQUEST FROM A MEMBER OF THE PUBLIC TO HOLD THIS  
3 ITEM.

4

5 **SUP. BURKE:** WE'LL HOLD 31.

6

7 **CLERK SACHI HAMAI:** ON ITEM NUMBER 32, SUPERVISOR ANTONOVICH  
8 REQUESTS THAT THIS ITEM BE HELD.

9

10 **SUP. BURKE:** 32 WILL BE HELD.

11

12 **CLERK SACHI HAMAI:** ON ITEM NUMBER 33, SUPERVISOR BURKE  
13 REQUESTS THAT THIS ITEM BE HELD.

14

15 **SUP. BURKE:** 33.

16

17 **CLERK SACHI HAMAI:** ON ITEM 34, THERE IS A REQUEST FROM A  
18 MEMBER OF THE PUBLIC TO HOLD THIS ITEM.

19

20 **SUP. BURKE:** ON 34, WE'LL HOLD THAT.

21

22 **CLERK SACHI HAMAI:** AND ON ITEM NUMBER 38, AS INDICATED ON THE  
23 SUPPLEMENTAL AGENDA, THE CHIEF EXECUTIVE OFFICER REQUESTS THAT  
24 THIS ITEM BE CONTINUED FOR ONE WEEK TO OCTOBER 23RD. AND ALSO,  
25 SUPERVISOR MOLINA REQUESTS THAT BOTH 38 AND 39 BE HELD.



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1

2 **SUP. BURKE:** ALL RIGHT. WE WILL HOLD 38 AND 39 AND THEN 38 IS A  
3 REQUEST FOR IT TO BE CONTINUED AFTER IT'S HEARD.

4

5 **CLERK SACHI HAMAI:** AND THE REMAINING ITEMS ARE BEFORE YOU.

6

7 **SUP. BURKE:** MOVED BY ANTONOVICH, SECONDED BY MOLINA; WITHOUT  
8 OBJECTION, SO ORDERED.

9

10 **CLERK SACHI HAMAI:** PAGE 18, SEPARATE MATTERS. ITEM 41. AND  
11 I'LL READ THE SHORT TITLE IN FOR THE RECORD. THIS IS THE  
12 TREASURER AND TAX COLLECTOR'S RECOMMENDATION TO ADOPT  
13 RESOLUTION APPROVING THE PUBLIC AUCTION SALE OF TAX DEFAULTED  
14 PROPERTY SUBJECT TO THE POWER OF SALE TO BE HELD AT THE LOS  
15 ANGELES COUNTY FAIR GROUNDS, PAMONA FAIRPLEX ON FEBRUARY 11,  
16 2008 AT 9 O'CLOCK IN THE MORNING AND WILL CONTINUE ON FEBRUARY  
17 12TH, 2008, UNTIL ALL THE PROPERTIES HAVE BEEN OFFERED.

18

19 **SUP. BURKE:** MOVED BY MOLINA, SECONDED BY KNABE, WITHOUT  
20 OBJECTION, SO ORDERED.

21

22 **CLERK SACHI HAMAI:** DISCUSSION ITEMS: ITEMS 42 THROUGH 52. ON  
23 ITEM 42, AS INDICATED ON THE SUPPLEMENTAL AGENDA, THE CHIEF  
24 EXECUTIVE OFFICER REQUESTS THAT THIS ITEM BE REFERRED BACK TO  
25 HIS OFFICE.



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1

2 **SUP. BURKE:** WE'LL REFER BACK 42.

3

4 **CLERK SACHI HAMAI:** AND ON ITEM 46, AS INDICATED ON THE  
5 SUPPLEMENTAL AGENDA, THE CHIEF EXECUTIVE OFFICER REQUESTS THAT  
6 THIS ITEM BE CONTINUED FOR TWO WEEKS TO OCTOBER 30TH, 2007.

7

8 **SUP. BURKE:** ITEM 46 WILL BE CONTINUED TO OCTOBER 30TH. WITHOUT  
9 OBJECTION.

10

11 **CLERK SACHI HAMAI:** AND THE REMAINING ITEMS, WE WILL HOLD FOR A  
12 DISCUSSION. ON PAGE 22, MISCELLANEOUS ADDITIONS TO THE AGENDA  
13 WHICH WERE POSTED MORE THAN 72 HOURS IN ADVANCE OF THE MEETING  
14 AS INDICATED ON THE SUPPLEMENTAL AGENDA, ITEM 53-A.

15

16 **SUP. BURKE:** MOVED BY ANTONOVICH, SECONDED BY MOLINA; WITHOUT  
17 OBJECTION, SO ORDERED.

18

19 **CLERK SACHI HAMAI:** 53-B.

20

21 **SUP. BURKE:** MOVED BY KNABE, SECONDED BY ANTONOVICH; WITHOUT  
22 OBJECTION, SO ORDERED.

23



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1 **CLERK SACHI HAMAI:** THAT COMPLETES THE READING OF THE AGENDA.  
2 BOARD OF SUPERVISORS SPECIAL ITEMS BEGIN WITH SUPERVISORIAL  
3 DISTRICT NO. 5.

4

5 **SUP. BURKE:** SHOULD WE DO STARS FIRST?

6

7 **SUP. ANTONOVICH:** ONE SECOND.

8

9 **SUP. BURKE:** IT'S A PLEASURE NOW TO -- I SEE OUR DISTINGUISHED  
10 GUEST HAS ARRIVED. WE'D LIKE TO BRING FORWARD THE L.A. COUNTY  
11 STARS. IT'S A PLEASURE TO INTRODUCE OCTOBER 2007 L.A. COUNTY  
12 STARS IN THE CATEGORY OF ORGANIZATIONAL EFFECTIVENESS. PLEASE  
13 WELCOME SUSSAN HIVAND FROM THE DEPARTMENT OF MENTAL HEALTH. IS  
14 THAT CORRECT, HIVAND? ON SATURDAY, DECEMBER 16TH, THE BUILDING  
15 HOUSING THE SANTA CLARITA VALLEY MENTAL HEALTH CENTER SUFFERED  
16 SIGNIFICANT DAMAGE SECONDARY TO A FIRE AND WAS DECLARED  
17 UNUSABLE. WORKING CLOSELY WITH THE PROGRAM HEAD, DISTRICT  
18 CHIEF AND DEPUTY DIRECTOR, MISS HIVAND ENSURED SERVICES WOULD  
19 NOT BE INTERRUPTED. TWO DAYS AFTER THE FIRE, THE CLINIC WAS  
20 OPEN FOR BUSINESS IN TEMPORARY LOCATIONS. MISS HIVAND WAS  
21 INSTRUMENTAL IN ENSURING ALL STAFF KNEW WHERE TO REPORT AND  
22 FACILITATED EMERGENCY SUPPLIES TO SET UP IN THE TEMPORARY  
23 SPACE. THE FIRE DEVASTATED MOST OF THE STAFF. MISS HIVAND WAS  
24 INSPIRATIONAL IN APPROACHING STAFF INDIVIDUALLY AND  
25 COLLECTIVELY, ENCOURAGING THEM TO LOOK AT THE SITUATION AS AN



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1 OPPORTUNITY TO IMPROVE SERVICE AND IMPROVE THE WAY BUSINESS  
2 WAS CONDUCTED. SHE WAS NEVER FRUSTRATED WITH MULTIPLE PROBLEMS  
3 THAT PRESENTED THEMSELVES ON A DAILY BASIS, AND ACTED AS IF  
4 THERE WAS NO CHALLENGE THAT COULD NOT BE SURMOUNTED. THE END  
5 RESULT WAS STAFF BEGAN TO GIVE SUGGESTIONS FOR IMPROVEMENTS IN  
6 TERMS OF ORGANIZATIONAL FLOW. THIS COLLABORATION ASSISTED IN  
7 PROVIDING NEW IDEAS ON IMPROVING SERVICE TO THE COMMUNITY AND  
8 DOING BUSINESS IN A MORE EFFICIENT MANNER. CONGRATULATIONS.

9 [APPLAUSE.]

10

11 **SUP. BURKE:** OUR NEXT RECIPIENTS ARE FROM THE FISCAL  
12 RESPONSIBILITY CATEGORY. IT IS A PLEASURE TO INTRODUCE THE  
13 CONSOLIDATED COMPUTER PURCHASE PROGRAM TEAM FROM THE CHIEF  
14 INFORMATION OFFICE WITH THE INTERNAL SERVICE DEPARTMENT, THE  
15 DEPARTMENT OF PUBLIC SOCIAL SERVICES, OFFICE OF THE ASSESSOR,  
16 OFFICE TREASURER, TAX COLLECTOR, THE COUNTY PUBLIC LIBRARY,  
17 AND DEPARTMENT OF HUMAN RESOURCES AS PARTNERS. THE MULTI-  
18 DEPARTMENT TEAM COMPRISED OF SIR CLARK, DAVID HAMAMOTO,  
19 LILLIAN FONG, THEODORE LOWE, SALLY LIEU. JOHN GWENDLING, RUDY  
20 RIVERA, ARTINE BABAKANIAN, MIGUEL ACOSTA, AND SYLVIA CONTRERES  
21 DEVELOPED AND IMPLEMENTED A SUCCESSFUL PILOT PROGRAM TO  
22 ACQUIRE 16,000 PERSONAL COMPUTER DEVICES FOR 25 DEPARTMENTS IN  
23 MARCH 2007. THIS RESULTED IN AN ESTIMATED 50 PERCENT PRICE  
24 REDUCTION OVER COUNTY-NEGOTIATED PRICING FOR THESE P.C.S AND  
25 WILL LIKELY REALIZE \$20 MILLION IN SAVINGS. IT HAS BEEN





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1 ADOPTED BY THE BOARD AS A STANDARD COUNTY BUSINESS PRACTICE  
2 FOR ACQUISITION OF ALL PERSONAL COMPUTER DEVICE ASSETS. THE  
3 PROGRAM ENABLES THE COUNTY TO BETTER APPLY RESOURCES AND MORE  
4 EFFICIENTLY RUN ITS GOVERNMENTAL OPERATIONS. CONGRATULATIONS.  
5 ALL THESE DEPARTMENTS WORKING TOGETHER. CONGRATULATIONS.

6 [APPLAUSE.]

7

8 **SUP. BURKE:** THANK YOU VERY MUCH. WE'RE GOING TO LET SUPERVISOR  
9 ANTONOVICH, YOU'RE UP FIRST. YOU HAVE YOUR GUESTS HERE: THE  
10 DISTINGUISHED TOMMY LASORDA.

11

12 **SUP. ANTONOVICH:** THIS MORNING, WE HAVE AN ICON IN BASEBALL, A  
13 GOOD FRIEND TO ALL, AND A MAN THAT BRINGS ENTHUSIASM TO LIFE  
14 AND GIVES AN INSPIRATION AND A POSITIVE ROLE MODEL TO OUR  
15 YOUTH AND OLD ALIKE, AND THAT'S TOMMY TOMMY LASORDA.

16 [APPLAUSE.] TOMMY'S NOW THE VICE PRESIDENT OF THE LOS ANGELES  
17 DODGERS, AND HE'S BEEN ASSOCIATED WITH THE DODGERS FOR OVER  
18 FIVE DECADES. A TRUE WINNER, HE EXEMPLIFIES WHAT IS BEST IN  
19 BASEBALL, AMERICA'S NATIONAL PASTIME, DUE TO HIS ENERGY,  
20 ATTITUDE, CHARACTER, AND SPIRIT. BACK ON MARCH 5TH, 1997, THE  
21 BASEBALL WORLD RECOGNIZED HIM WITH THE HIGHEST HONOR BY  
22 INDUCTING HIM INTO THE HALL OF FAME. THAT WAS IN COOPERSTOWN,  
23 NEW YORK ON AUGUST 3RD, 1997. HE IS ONLY THE 14TH MEMBER OF  
24 THE HALL OF FAME TO BE ELECTED AS A MANAGER. AND TO HONOR THE  
25 OCCASION, THE DODGERS NAMED MAIN STREET THAT LEADS TO THE



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1 ENTRANCE AT DODGERTOWN IN VERO BEACH, FLORIDA AS "TOMMY  
2 LASORDA LANE." HE ALSO HAD HIS NUMBER, HIS UNIFORM NUMBER 2  
3 RETIRED AT A PREGAME CEREMONY AT DODGER STADIUM IN 1997. AND  
4 HE RETIRED AS THE MANAGER OF THE DODGERS IN 1996 AFTER A  
5 SUCCESSFUL 20 SEASONS. ONE OF THE MOST POPULAR, OUTSPOKEN  
6 FIGURES IN PROFESSIONAL SPORTS THAT LED TO HIS TEAM'S TWO  
7 WORLD SERIES CHAMPIONSHIPS, FOUR NATIONAL LEAGUE PENNANTS, AND  
8 SIX DIVISIONAL CROWNS. HE BECAME MANAGER BACK IN 1976,  
9 REPLACING WALTER ALSTON. AND PRIOR TO THAT, HE SERVED AS A  
10 PLAYER, SCOUT, MINOR LEAGUE MANAGER, AND COACH FOR THE  
11 ORGANIZATION. HE WENT ON TO ACCUMULATE A 1,613 WINS TO 1004  
12 LOSSES, A CAREER MARK, TRAILING ONLY AUSTIN IN LENGTH OF  
13 SERVICE AND WINS AS A DODGER MANAGER. ONLY THE FOURTH MANAGER  
14 IN MAJOR LEAGUE HISTORY TO MANAGE ONE TEAM FOR 20 OR MORE  
15 YEARS. AND AMONG THOSE ACCOMPLISHMENTS, HE RANKS 12TH ON ALL  
16 TIME LIST IN VICTORIES AND GAMES. HIS WINNING PERCENTAGE, 526  
17 PERCENT, RANKS HIM 23RD AND HIS NUMBER OF POST SEASON GAMES,  
18 61, PLACES HIM THIRD BEHIND ANOTHER GREAT LOS ANGELES CITIZEN  
19 AND ICON, CASEY STENGEL AND BOBBY COX. TOMMY IS ONE OF THE FEW  
20 MANAGERS TO HAVE MANAGED OVER 3,000 GAMES AND STILL SMILES.  
21 [LAUGHTER.] HE IS ONLY THE SECOND MANAGER IN NATIONAL LEAGUE  
22 HISTORY TO WIN LEAGUE TITLES IN THE FIRST TWO FULL YEARS OF  
23 MANAGING BACK IN 1977 AND '78. AND HE MANAGED THE NATIONAL  
24 LEAGUE IN FOUR ALL-STAR GAMES AND SERVED AS THEIR COACH IN  
25 FIVE. HIS CAREER AS A MAJOR LEAGUE PITCHER CONSISTED OF TWO



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1 SEASONS WITH THE DODGERS, ONE YEAR WITH KANSAS CITY, AND HE  
2 PITCHED FOUR GAMES FOR THE 1955 DODGERS, THE FIRST DODGERS  
3 TEAM EVER TO WIN A WORLD SERIES. HE HOLDS THE ALL TIME  
4 INTERNATIONAL LEAGUE RECORD FOR CAREER WINS FOR THE MONTREAL  
5 ROYALS. AND HE HAS WON NUMEROUS AWARDS, INCLUDING THE MANAGER  
6 OF THE YEAR AND THE HUMANITARIAN AWARD. AND HE IS THE  
7 RECIPIENT OF THE FIRST MILTON RICHMOND MEMORIAL AWARD BY THE  
8 ASSOCIATION OF PROFESSIONAL BASEBALL PLAYERS OF AMERICA. HE'S  
9 A VERY POSITIVE PERSON, AND WE'RE ALL LOOKING FORWARD TO THE  
10 DAY THAT WE HAVE A WORLD SERIES LOS ANGELES DODGERS AND THE  
11 LOS ANGELES ANGELS AT CHINATOWN, I SHOULD SAY LOS ANGELES  
12 DODGERS AT CHINATOWN, LOS ANGELES ANGELS AT ANAHEIM, PLAYING  
13 IN THAT GREAT WORLD SERIES. SO, TOMMY, LET US GIVE YOU THIS  
14 SMALL TOKEN OF APPRECIATION FOR YOUR BEING A POSITIVE ROLE  
15 MODEL. YOU KNOW, THIS IS A CRAZY SOCIETY WHEN THEY SPEND MORE  
16 TIME AND ATTENTION AND MEDIA TIME ON WHO WILL GET THE TWO  
17 CHILDREN FROM BRITNEY SPEARS, OR HER BELLY BUTTON, OR DID SHE  
18 GAIN A POUND? OR WHATEVER HAPPENED TO NICOLE SMITH? AND WE  
19 HAVE TO GO SEARCH WHEN WE HAVE A GOLD MINE RIGHT HERE, A  
20 POSITIVE ROLE MODEL THAT COULD INSPIRE OUR YOUTH AND SO MANY  
21 OTHER IMPORTANT ISSUES TO FOCUS ON. SO, TOMMY, CONGRATULATIONS  
22 AND GOD BLESS YOU. AND WE LOOK FORWARD TO MANY MORE OF THESE  
23 PROCLAMATIONS ON YOUR BIRTHDAY. [APPLAUSE.]  
24



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1 **TOMMY LASORDA:** THANK YOU VERY MUCH. WHAT AN HONOR. I'M SO  
2 PROUD OF THIS BECAUSE IN THE YEARS THAT I'VE BEEN WITH THE  
3 DODGERS TO SPREAD THE WORD "DODGERS," "LOS ANGELES" ALL OVER  
4 THE WORLD. AND I'M PROUD OF THIS HONOR TODAY. YOU KNOW, THERE  
5 ARE ONLY 15 MANAGERS IN THE HALL OF FAME. AND IN ORDER TO GET  
6 THERE, YOU HAVE TO WIN. AND TO TELL YOU HOW BAD I WANTED TO  
7 WIN, WE WENT INTO CINCINNATI TO PLAY THE BIG RED MACHINE, BIG  
8 SERIES. AND I KIND OF GOT WORRIED ABOUT IT, SO I DECIDED TO GO  
9 TO CHURCH. AND I WENT TO CHURCH. AND WHO CAME IN AND SAT RIGHT  
10 NEXT TO ME BUT THE MANAGER OF THE CINCINNATI REDS. [LAUGHTER.]  
11 NOW, I LOOKED AT HIM. I KNEW WHY HE WAS THERE. AND HE KNEW WHY  
12 I WAS THERE. AT THE CONCLUSION OF THE MASS, HE AND I WALKED  
13 OUT THE CENTER AISLE TOGETHER, AND I'M LOOKING AT HIM AND I  
14 SAY "THIS GUY DON'T KNOW IT, BUT HE'S GOING TO GET HIS BRAINS  
15 BEAT OUT TONIGHT." WELL, WHEN WE REACHED THE FRONT DOOR, HE  
16 SAID TO ME, "WAIT FOR ME OUTSIDE. I'LL BE RIGHT OUT." I SAID  
17 "OKAY, JOHNNY." SO I SAW HIM AND HE WENT OVER TO THE SIDE OF  
18 THE CHURCH AND HE LIT A CANDLE. AND INSTEAD OF ME GOING OUT  
19 THE FRONT DOOR, I WENT OVER TO THE OTHER SIDE AND I WENT IN  
20 FRONT OF THE ALTAR AND I WAITED. AND WHEN HE LEFT, I WENT DOWN  
21 AND BLEW THAT CANDLE OUT. [LAUGHTER.] I KNEW ONE THING: HE WAS  
22 NOT LIGHTING THAT CANDLE FOR A DEAD RELATIVE. [LAUGHTER.] AND  
23 ALL THROUGHOUT THE GAME, I KEPT HOLLERING, "HEY, MACK, IT  
24 AIN'T GOING TO WORK, PAL, I BLEW IT OUT." AND WE CLOBBERED HIM



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 THAT DAY 13 TO 2. SO YOU SEE, YOU GOT TO TAKE THE GAME  
2 WHEREVER YOU GO. THANK YOU VERY MUCH. [APPLAUSE.]

3

4 **SUP. ANTONOVICH:** LET'S SING HAPPY BIRTHDAY TO TOMMY. (SINGING  
5 HAPPY BIRTHDAY). [APPLAUSE.]

6

7 **SUP. BURKE:** CONGRATULATIONS TO YOU.

8

9 **TOMMY LASORDA:** THANK YOU.

10

11 **SUP. BURKE:** SO NICE TO SEE YOU. HAPPY BIRTHDAY.

12

13 **SUP. ANTONOVICH:** LET ME ALSO RECOGNIZE THAT WE HAVE BOB WATSON  
14 AND LATOYA INGRAM WHO ARE COMING OVER HERE. THEY'RE FROM THE  
15 DISABILITY MENTORING DAY FOR OUR OFFICE. AND THEY'RE WITH  
16 VICENTE MILES, GORDON SHELDOL, AND NADIA OSBORNE. AND THEIR  
17 GOAL WITH INDEPENDENT LIVING IS TO HAVE JOB SEEKERS WITH  
18 DISABILITIES HAVING THEN THE OPPORTUNITY TO EXPLORE A JOB OF  
19 INTEREST AND OBTAIN GAINFUL EMPLOYMENT. SO WE WELCOME THE TWO  
20 OF YOU HERE TODAY.

21

22 **SUP. ANTONOVICH:** AND THEN BATTING CLEANUP TODAY IS LITTLE  
23 CHUCKY, WHO IS A WHITE HAired TERRIER WHO'S SIX MONTHS OLD. A  
24 LITTLE BOY. 562-728-4644. LITTLE CHUCKY, CHUCKY IS LOOKING FOR





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 A HOME. LOVE TO GO TO DODGERS STADIUM? [LAUGHTER.] ANYBODY  
2 LIKE TO ADOPT LITTLE CHUCKY? CHUCKY IS LOOKING FOR A HOME.

3

4 **SUP. BURKE:** SUPERVISOR MOLINA, DO YOU HAVE PRESENTATIONS? DOES  
5 SUPERVISOR MOLINA HAVE ANY PRESENTATIONS? DO YOU HAVE ANY  
6 PRESENTATIONS?

7

8 **SUP. MOLINA:** NO, I DO NOT.

9

10 **SUP. BURKE:** I'LL GO ON WITH MY PRESENTATIONS, THEN, AT THIS  
11 POINT. I'M GOING TO CALL FORWARD THE 12TH ANNUAL "FISHING IN  
12 THE CITY" SPONSOR REPRESENTATIVES. JERRY CAYLISS, NEAMBO  
13 ANALOHA OF PXP, WHO SUPPLIED ALL THE FOOD FOR OUR EVENT LUNCH.  
14 THEY'RE ALSO HERE ON BEHALF OF NEIGHBORS WELL SERVICES  
15 COMPANY, WD, PHILLIPS CONSTRUCTION INC. AND HALIBURTON. I'M  
16 GOING TO CALL EVERETT COURTNEY OF CALIFORNIA SNOWFLAKES, KEN  
17 FELLMAN OF THE MARINA DEL REY ANGLERS. IGER KANG, REPRESENTING  
18 PAVA, PACIFIC ASIAN VOLUNTEER ASSOCIATION. OUR SECOND DISTRICT  
19 COMMISSIONER, TIM JONES, L.A. COUNTY FISH AND GAME COMMISSION.  
20 GERALD IVORY, BOBBY HOLLAND, REGGIE TURNER, AND RON CLARK OF  
21 ISIS FILMS WHO CREATED A DVD OF THE EVENT AND EAGLE SCOUT  
22 ANDREW NIGH, AND HE MADE SURE THERE WAS NO GRAFFITI AS OUR  
23 ANGLERS, OUR YOUNG PEOPLE CAME THERE. THIS PAST AUGUST 1ST, WE  
24 HOSTED THE 12TH ANNUAL "FISHING IN THE CITY" EVENT AT KENNETH  
25 HAHN PARK FOR SOME SPECIAL CHILDREN OF THE DISTRICT. OVER 400



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 FOSTER AND HOMELESS CHILDREN ATTENDED THIS EDUCATIONAL AND  
2 ENJOYABLE EVENT WHERE THEY LEARNED THE RECREATIONAL SKILL OF  
3 FISHING. THEY LEARNED TO HOW TO BE SECURE AT WATERSIDE AND HOW  
4 TO ENJOY THEMSELVES ON A CASUAL AND RELAXED DAY OUTDOORS.  
5 BEFORE THE FISHING BEGINS, EACH CHILD GOES THROUGH LEARNING  
6 STATIONS WHERE VOLUNTEERS TEACH THEM TO SAFELY BAIT THEIR  
7 HOOKS AND CAST AND REEL THE RODS, PROVIDED BY THE CALIFORNIA  
8 STATE DEPARTMENT OF FISH AND GAME. WHEN THE LEARNING STATIONS  
9 ARE COMPLETE AND BEFORE THEY RETREAT TO THE WELL STOCKED LAKE,  
10 EACH CHILD RECEIVES A JUNIOR FISHING LICENSE BEFORE THEY BEGIN  
11 TO FISH OUT SOME OF THE 2,000 POUNDS OF CATFISH IN THE LAKE.  
12 OF COURSE, OUR SENIORS ALWAYS COMPLAIN THAT WE DON'T HAVE THAT  
13 MANY CATFISH WHEN THEY'RE FISHING. BUT AS THE CHILDREN CATCH  
14 THEIR FISH THROUGHOUT THE DAY, VOLUNTEERS HELP TO CLEAN AND  
15 FILLET THE FISH. THE FISH IS THEN PACKAGED AND ICED AND LOADED  
16 ON THE DESIGNATED BUSES FOR THE RETURN TRIP HOME. EVEN  
17 CHILDREN WHO DID NOT CATCH FISH GO HOME WITH FISH THANKS TO  
18 THE ANGLERS WHO ARRIVED EARLY AND CAUGHT AND BAGGED EXTRA  
19 FISH. THIS EVENT HAS BEEN EXCEPTIONALLY SUCCESSFUL SINCE ITS  
20 INCEPTION. IT HAS GROWN FROM HOT DOGS AND PIZZA TO A PANCAKE  
21 BREAKFAST BY THE BOY SCOUTS, TRI-TIP, CHICKEN AND SNOW CONES  
22 AND THE WORK SUPPLIED BY PEOPLE WHO CARE ABOUT OUR CHILDREN.  
23 WE EVEN HAD ONE YOUNG MAN WHOSE EAGLE SCOUT PROJECT WAS TO  
24 PAINT AND SPIFF UP THE PARK SIGNS AND STATIONS SO THAT THE  
25 CHILDREN WOULD SEE ORDER AND BE ABLE TO APPRECIATE A GRAFFITI-



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 FREE ENVIRONMENT. EACH CHILD WENT HOME WITH A CLEAN CATFISH  
2 AND A EVEREST BACKPACK FILLED WITH SCHOOL SUPPLIES AND A  
3 COOKBOOK WITH MY FAVORITE CATFISH RECIPES. AND IN ORDER TO  
4 MAKE THIS SUCH A SPECIAL EVENT, CONTRIBUTIONS ARE MADE BY 200  
5 VOLUNTEERS AND GENEROUS SPONSORS. I HAVE TO SAY MIRIAM LONG  
6 FROM OUR STAFF WORKS TIRELESSLY ALL YEAR TO GET THIS GOING.  
7 AND WE APPRECIATE SO MUCH HER HARD WORK. [APPLAUSE.] AND I  
8 ALSO HAVE TO SAY, YOU KNOW, THE OIL WELLS ARE NEXT TO KENNY  
9 HAHN PARK. AND IT'S VERY HELPFUL THAT PCP IS PART OF THIS  
10 EVENT AND IS A MAJOR CONTRIBUTOR TO THIS EVENT AS WELL AS THE  
11 PEOPLE AT HALIBURTON, THE PEOPLE WHO DRILL THERE, AND THE  
12 PEOPLE WHO ARE PART OF IT. SO TODAY I'M HONORED TO PRESENT  
13 THESE SCROLLS TO THE SPONSORS WHO PARTICIPATE AND PROVIDE 400  
14 PLUS FOSTER AND HOMELESS YOUTH OF THE SECOND DISTRICT WITH A  
15 DAY OF FUN, FOOD AND RECREATION. JERRY KALES FOR PXP. THANK  
16 YOU. AND WOULD YOU LIKE TO SAY A FEW WORDS?

17

18 **JERRY KALES:** THIS IS SOMETHING THAT EVERYBODY AT THE OFFICE  
19 TALKS ABOUT. IT'S SOMETHING THAT PXP IS GLAD TO GIVE BACK TO  
20 THE COMMUNITY, ESPECIALLY FOR THE KIDS. FOR ME, IT'S JUST A  
21 WHOLE LOT OF FUN TO GO DOWN AND SEE THE KIDS AND SEE HOW MUCH  
22 THE KIDS ENJOY THIS. AND THANK YOU SO MUCH FOR THE  
23 OPPORTUNITY.

24



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **SUP. BURKE:** WELL THANK YOU. WE REALLY APPRECIATE THE AMOUNT OF  
2   TIME AND EFFORT AND WORK THAT YOU DO. THANK YOU. LET'S GET  
3   ANOTHER PICTURE HERE. WE NOW WOULD LIKE TO CALL UP BOBBY  
4   HOLLAND FROM ISIS FILMS. THANK YOU SO MUCH FOR YOUR HELP.

5

6   **BOBBY HOLLAND:** GOOD MORNING EVERYBODY. ON BEHALF OF CIMARRON  
7   WEST AND ISIS FILMS I'D LIKE TO THANK SUPERVISOR BURKE AND  
8   ESPECIALLY MIRIAM LONG FOR INVITING US TO BE A PART OF THIS  
9   FISHING DAY. AND WE'D LIKE TO PLEDGE OUR CONTINUED SUPPORT, IN  
10   PARTICULAR FOR CHILDREN AND FAMILY SERVICES AND THE EVENT. AND  
11   WE LOOK FORWARD TO NEXT YEAR. THANK YOU VERY MUCH.

12

13   **SUP. BURKE:** THANK YOU. [APPLAUSE.] AND NOW FROM SNOW CONES,  
14   COURTNEY EVERETT AND SNOWFLAKES. WHERE IS SNOWFLAKES? HERE  
15   THEY ARE. THESE YOUNG WOMEN HAVE A COMPANY. AND THEY HAVE AN  
16   ICE CONE COMPANY. THEY PROVIDE ICE CONES, SNOW CONES FOR EVERY  
17   CHILD. HOW MANY SNOW CONES DID YOU SERVE?

18

19   **SPEAKER:** WE SERVED 1,000 SNOW CONES.

20

21   **SUP. BURKE:** BY THEMSELVES. CONGRATULATIONS. [APPLAUSE.]

22

23   **SPEAKER:** WELL, ON BEHALF OF CALIFORNIA SNOWFLAKES, WE WERE  
24   THRILLED TO BE AT THE EVENT. AND WE LOOK FORWARD TO BEING  
25   THERE NEXT YEAR. THANKS.



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1

2 **SUP. BURKE:** THANK YOU. AND LOTS OF LUCK WITH YOUR BUSINESS.

3

4 **SPEAKER:** THANK YOU.

5

6 **SUP. BURKE:** AND FROM THE MARINA DEL REY ANGLERS. WHERE ARE  
7 YOU?

8

9 **SPEAKER:** GOOD MORNING, LADIES AND GENTLEMEN, SUPERVISOR BURKE.  
10 AND WHERE'S MIRIAM? MARINA DEL REY ANGLERS, JUST A BRIEF  
11 DESCRIPTION, IS A NONPROFIT ORGANIZATION. OUR GOAL, ONE OF OUR  
12 MANY GOALS, MAIN GOAL IS TO GET AS MANY INNER CITY, AT RISK,  
13 UNDERPRIVILEGED YOUTH OUT FISHING. WE WERE GIVEN THE  
14 OPPORTUNITY TO ASSIST SUPERVISOR BURKE AND THE KIDS IN HER  
15 DISTRICT AT THIS KENNETH HAHN PARK EVENT AND WE LOOK FORWARD  
16 TO DOING THIS AGAIN AND AGAIN AND AGAIN. OUR FUTURE IS NOT  
17 ABOUT US, IT'S ABOUT OUR CHILDREN. AND WE NEED TO GIVE THEM  
18 EVERY OPPORTUNITY THAT WE HAVE HAD AND EVEN THE ONES THAT WE  
19 HAVEN'T. SO I THINK WE CAN ALL WORK TOGETHER AND MAKE THIS  
20 POSSIBLE.

21

22 **SUP. BURKE:** THANK YOU SO MUCH.

23

24 **SPEAKER:** THANK YOU.

25





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **SUP. BURKE:** WELL I'LL TESTIFY. FISHING IS A GREAT ACTIVITY FOR  
2   ALL OF US. NOW, PAVA-- IGER KANG FROM PAVA, THANK YOU VERY  
3   MUCH FOR BEING HERE.

4

5   **IGER KANG:** THANK YOU VERY MUCH. WE ARE STILL LEARNING THE  
6   VOLUNTEERISM. WE WILL KEEP GOING, DOING IT.

7

8   **SUP. BURKE:** THANK YOU VERY MUCH. OUR COMMISSIONER, FISH AND  
9   GAME COMMISSIONER. HE'S THE ONE WHO MAKES SURE WE GET THE  
10   FISH. TIM JONES.

11

12   **SPEAKER:** THANK YOU VERY MUCH.

13

14   **SUP. BURKE:** AND WE HAVE RON CARTER. RON CARTER IS NOT HERE,  
15   THE CARTER AGENCY. AND ANDREW, WHERE ARE YOU? OVER HERE.  
16   ANDREW NIGH AND HIS MOTHER WAS HERE. HE'S AN EAGLE SCOUT. DID  
17   YOU GET YOUR EAGLE SCOUT YET?

18

19   **ANDREW NIGH:** NOT YET.

20

21   **SUP. BURKE:** NOT YET, BUT HE'S WORKING ON IT. HE PAINTED OUT  
22   ALL THE GRAFFITI TO MAKE SURE THAT WHEN THOSE CHILDREN CAME,  
23   THEY DIDN'T SEE GRAFFITI AS THEY WERE COMING IN THROUGH THE  
24   PARK. CONGRATULATIONS TO YOU.

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 **SPEAKER:** ON BEHALF OF OF THE CHILDREN AND FAMILY SERVICES, I  
2 WANT TO THANK SUPERVISOR BURKE SO MUCH FOR MAKING THIS HAPPEN  
3 FOR OUR CHILDREN. FOR MIRIAM FOR MAKING THE DAY WORK SO WELL.  
4 AND FOR ALL OF YOU FOR YOUR GENEROSITY FOR OUR CHILDREN. WE SO  
5 MUCH APPRECIATE IT. THANK YOU.

6

7 **SUP. BURKE:** DO YOU WANT HIS MOTHER TO COME UP? DO YOU WANT TO  
8 TAKE HIS PICTURE?

9

10 **SPEAKER:** MOM'S COMING UP.

11

12 **SUP. BURKE:** THANK YOU, EVERYONE. [APPLAUSE.]

13

14 **SUP. BURKE:** WE'D LIKE TO NOW CALL FORWARD THE DEPARTMENT OF  
15 PARKS AND RECREATION, DIRECTOR RUSS GUINEY, AND STAFF JOE  
16 MENDOZA, DEPUTY DIRECTOR STEVE DURAN, REGIONAL OPERATION  
17 MANAGER, GARY LEIPZAK, REGIONAL RECREATION DIRECTOR, TONY  
18 MARTINEZ, RECREATION SERVICE MANAGER, DON LITSLEY, POOL  
19 MANAGER, AND DWIGHT LE CROI, MANAGER OF FACILITIES OPERATIONS  
20 AND CRAFTS. IT IS MY PLEASURE TO PRESENT AN ACHIEVEMENT AWARD  
21 TO A GRANTEE WHO HAS SHOWN EXCELLENCE IN A PROJECT FUNDED BY  
22 THE OPEN SPACE DISTRICT. THIS AWARD RECOGNIZES PROJECTS THAT  
23 DISPLAY INNOVATION IN AN AREA OF DESIGN OR PROJECT  
24 CONSTRUCTION. MEETING THE NEEDS OF THE COMMUNITY, CREATING  
25 PARTNERSHIPS IN ACQUISITION, DEVELOPMENT OR OPERATIONS,



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 PROTECTING THE ENVIRONMENT THROUGH ACQUISITIONS, AND THE  
2 ACHIEVEMENT AWARD WILL BE GIVEN QUARTERLY. TODAY I'M  
3 PRESENTING THE FIRST ACHIEVEMENT AWARD TO THE LOS ANGELES  
4 COUNTY DEPARTMENT OF PARKS AND RECREATION FOR THE JESSE OWENS  
5 COMMUNITY POOL PROJECT. THE JESSE OWENS COMMUNITY POOL IS  
6 RECOGNIZED FOR MEETING THE NEEDS OF THE SURROUNDING COMMUNITY.  
7 IT REOPENED TO THE COMMUNITY MAY 2003 WITH A 25 BY 25-METER  
8 HEATED JUNIOR OLYMPIC SIZED POOL. IT IS HOUSED IN A NEW 18,000  
9 SQUARE-FOOT BUILDING, AND IT'S A.D.A.-COMPLIANT. THE DESIGN OF  
10 THE NEW BUILDING ALLOWS THE SUN TO PROVIDE NATURAL LIGHTING  
11 INSIDE WITH SUN ROOFS TO ALLOW FOR NATURAL VENTILATION IN THE  
12 BUILDING. THE NEAREST COUNTY POOL TO JESSE OWENS IS TWO MILES  
13 AWAY. SO THIS IS AN IMPORTANT PART OF THE COMMUNITY. IT'S OPEN  
14 7 DAYS A WEEK YEAR ROUND, EVEN DURING THE WINTER.  
15 APPROXIMATELY 200 PEOPLE USE THE POOL EVERY DAY. DURING THE  
16 SUMMER, AN AVERAGE OF 4700 PEOPLE USE THE POOL EVERY WEEK.  
17 JESSE OWENS POOL SERVES AS BOTH A RECREATIONAL FACILITY FOR  
18 CHILDREN AND FAMILIES AND A THERAPEUTIC FOR MEMBERS OF THE  
19 COMMUNITY. MORE THAN ONE PERSON WITH ACHING BACK, WEIGHT  
20 PROBLEMS, OR OTHER HEALTH ISSUES HAVE SEEN IMPROVEMENTS AFTER  
21 REGULARLY SWIMMING AND TAKING AEROBIC CLASSES AT JESSE OWENS  
22 POOL. I WANT TO CONGRATULATE THE L.A. COUNTY DEPARTMENT OF  
23 PARKS AND RECREATION REPRESENTED BY DIRECTOR -- WOW, THIS IS  
24 HEAVY -- RUSS GUINEY -- FOR THEIR ARCHITECTURAL AND COMMUNITY  
25 AND ALSO FOR THE APPROPRIATENESS OF PROVIDING GREEN AND GREAT



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 ARCHITECTURAL DESIGN. THANK YOU VERY MUCH. OPEN SPACE AWARD.

2 [APPLAUSE.] I THINK THIS IS THE FIRST OPEN SPACE AWARD.

3

4 **RUSS GUINEY:** THANK YOU VERY MUCH, SUPERVISOR. BACK IN THE  
5 1990S, THIS BOARD STRONGLY SUPPORTED THE CREATION OF A LOS  
6 ANGELES COUNTY REGIONAL PARK AND OPEN SPACE DISTRICT, WHICH  
7 THE VOTERS SUBSEQUENTLY APPROVED. TODAY THE BOARD SERVES AS  
8 THE BOARD OF DIRECTORS OF THE REGIONAL PARK AND OPEN SPACE  
9 DISTRICT, SO IT'S VERY APPROPRIATE THAT YOUR BOARD WOULD  
10 RECOGNIZE DIFFERENT PROJECTS THAT HAVE BEEN COMPLETED WITH  
11 THIS FUNDING. AND WE'RE EXTREMELY PROUD THAT THE LOS ANGELES  
12 COUNTY DEPARTMENT OF PARKS AND RECREATION IS RECEIVING THE  
13 FIRST AWARD PRESENTED BY YOUR BOARD. AND I WANT TO ALSO  
14 ACKNOWLEDGE THE MANAGER OF OUR OPEN SPACE DISTRICT, OLONA  
15 VOLKMAN, FOR COMING UP WITH THE IDEA OF THE AWARD AND BRINGING  
16 IT TO THE BOARD AND GETTING THEIR APPROVAL TO RECOGNIZE THIS.  
17 AND IN SUBSEQUENT MONTHS, WE'RE GOING TO SEE SOME GREAT  
18 PROJECTS RECOGNIZED BY YOUR BOARD. I ALSO WANT TO THANK OUR  
19 STAFF AND THE GREAT JOB THAT THEY DO. JOE MENDOZA, OUR DEPUTY  
20 DIRECTOR, AND STEVE DURAN, OUR REGIONAL OPERATIONS MANAGER,  
21 GARY LEIPZAK, OUR RECENTLY PROMOTED REGIONAL RECREATION  
22 DIRECTOR, TONY MARTINEZ, THE RECREATION SERVICES MANAGER, AND  
23 DON LITSLEY, THE POOL MANAGER AND KATARA HAMPSHIRE, OUR PUBLIC  
24 INFORMATION ASSISTANT. SO THANK YOU VERY MUCH, SUPERVISOR  
25 BURKE, WE APPRECIATE IT.



The Meeting Transcript of  
The Los Angeles County Board of Supervisors

1

2 **SUP. BURKE:** THANK YOU. THANK YOU VERY MUCH. IT WAS REALLY  
3 HEAVY. SUPERVISOR KNABE?

4

5 **SUP. KNABE:** THANK YOU. THANK YOU, MADAME CHAIR, MEMBERS OF THE  
6 BOARD, LADIES AND GENTLEMEN, IT'S MY PRIVILEGE AS WE  
7 CELEBRATED SOME GREAT HISTORY WITH TOMMY LASORDA TODAY, WE  
8 HAVE SOME GREAT HISTORY, AS YOU KNOW, HERE IN THE LOS ANGELES  
9 COUNTY FAMILY. I ASK CHIEF FREEMAN TO JOIN ME UP HERE AS CHIEF  
10 MASSEY AND MICKEY GALLAGHER, DAN DOUGLAS, BEV MORGAN, BUZZY  
11 JAMES, BOB MAESTRO AND BILLY MAESTRO. TODAY WE ARE CELEBRATING  
12 OVER 50 YEARS OF SERVICE FOR THE LOS ANGELES COUNTY FIRE  
13 DEPARTMENT UNDERWATER OPERATIONS UNIT. THE BOARD OF  
14 SUPERVISORS ESTABLISHED THIS UNIT BACK IN 1956. AND AT THE  
15 TIME, IT WAS THE FIRST PUBLIC SAFETY DIVE UNIT IN THE UNITED  
16 STATES OF AMERICA. THE UNDERWATER OPERATION UNIT NOT ONLY  
17 PROVIDES UNDERWATER RESCUE AND RECOVERY SERVICES, BUT IT ALSO  
18 PROVIDES PUBLIC EDUCATION IN AN EFFORT TO REDUCE SCUBA-RELATED  
19 FATALITIES IN LOS ANGELES COUNTY AND IN SOUTHERN CALIFORNIA.  
20 CURRENTLY THE UNDERWATER OPERATIONS IS COMPRISED OF 25 MEMBERS  
21 AND FOUR OFFICERS STRATEGICALLY PLACED THROUGHOUT THE COUNTY  
22 TO ENSURE RAPID RESPONSE TO WATER-RELATED EMERGENCIES. HERE  
23 TODAY ARE SOME OF THE UNIT'S CURRENT MEMBERS AS WELL AS A  
24 NUMBER OF THE ORIGINAL MEMBERS FROM THE 1956 TEAM. BEV MORGAN,  
25 BEV, RAISE YOUR HAND BACK HERE, IS A PIONEER OF THE DIVE



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 INDUSTRY. HE WAS THE COAUTHOR OF THE FIRST DIVING SAFETY  
2 MANUAL AND IS RESPONSIBLE FOR THE INVENTION OF THE KIRBY  
3 MORGAN DIVE HELMET WHICH IS CURRENTLY USED BY THE UNITED  
4 STATES NAVY AS WELL AS THE MAJORITY OF THE COMMERCIAL DIVING  
5 INDUSTRY. BOB MAESTRO HERE AND BILLY MAESTRO, WHO IS  
6 REPRESENTING HIS FATHER, THE LATE BILL MAESTRO. BOB AND BILL  
7 WERE BOTH FORMER LOS ANGELES COUNTY LIFEGUARDS AND ORIGINAL  
8 MEMBERS OF THE UNDERWATER OPERATIONS UNIT. BUT YOU KNOW BOB  
9 AND BILL, THEY ARE ARE MORE FAMOUS AS CO-FOUNDERS OF BODY  
10 GLOVE INTERNATIONAL AND WERE INSTRUMENTAL IN DEVELOPMENT OF  
11 DIVING HERE IN LOS ANGELES COUNTY. ALSO WITH US IS BUZZY  
12 JAMES, WHO WAS A DIVE OFFICER IN THE 1960S AND '70S ALONG WITH  
13 HIS SUCCESSOR, SECTION CHIEF MICKY GALLAGHER AND CURRENT DIVE  
14 OFFICER, CAPTAIN DAN DOUGLAS. SO WE ARE VERY FORTUNATE TO HAVE  
15 SUCH A HIGH CALIBER UNIT, NOT ONLY TO PROTECT THE CITIZENS,  
16 BUT OBVIOUSLY THEY SPREAD THIS AROUND THE COUNTRY IN VARIOUS  
17 TRAINING SESSIONS, AS WELL. SO WE WANT TO SAY A HEARTFELT  
18 THANKS FOR WHAT YOU HAVE DONE IN THE PAST AND WHAT YOU'RE  
19 GOING TO BE DOING IN THE FUTURE, CELEBRATING 50 YEARS OF THE  
20 LOS ANGELES COUNTY FIRE DEPARTMENT IN ITS UNDERWATER  
21 OPERATIONS. CONGRATULATIONS. [APPLAUSE.]

22

23 **FIRE CHIEF FREEMAN:** SUPERVISOR, MEMBERS OF THE BOARD, WE ARE  
24 EXTREMELY PROUD, AS I KNOW YOU ARE, WITH OUR UNDERWATER DIVE  
25 PROGRAM. AND IT REALLY WAS A PIONEER EFFORT STARTED RIGHT HERE





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 WITH BEV AND BILLY AND THESE GENTLEMEN WHO BEGAN THIS SERVICE.  
2 AND IT IS THE PROTOTYPE FROM PUBLIC SAFETY DIVING, SO WE'RE SO  
3 PROUD OF YOU. WE JOINED WITH THE SUPERVISORS AND WE APPRECIATE  
4 THE SUPERVISORS' RECOGNITION OF 50 YEARS, FIVE DECADES OF THIS  
5 WONDERFUL SERVICE TO LOS ANGELES COUNTY WHICH HAS SPREAD  
6 WORLDWIDE. SO THANK YOU AND CONGRATULATIONS TO EACH AND EVERY  
7 ONE OF YOU.

8

9 **BEV MORGAN:** IT'S AN HONOR TO BE HERE. I'D LIKE TO SAY THAT THE  
10 EARLY DAYS OF FORMATIVE TRAINING WITH THE LOS ANGELES COUNTY  
11 LIFEGUARDS HAS BEEN INSTRUMENTAL IN SPREADING THIS THROUGHOUT  
12 THE WORLD THROUGH VARIOUS AGENCIES. AND MY HELMETS AND BOBBY  
13 TURN.

14

15 **BOB MAESTRO:** I'M VERY PROUD TO BE HERE. I THINK DIVING IS ON  
16 THE UPSWING, I HOPE IT IS. WE'RE TRYING TO CROSS OVER SURFING  
17 AND DIVING, AND SO WE HOPE THAT'LL WORK OUT. BUT WHEN THE  
18 SURF'S UP, YOU GO SURFING; WHEN THE SURF'S DOWN, YOU GO  
19 DIVING. SO THANK YOU VERY MUCH FOR THIS AWARD. [APPLAUSE.]

20

21 **SUP. KNABE:** THAT'S ALL I HAVE.

22

23 **SUP. BURKE:** SUPERVISOR ANTONOVICH?

24



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1    **SUP. ANTONOVICH:** FIRST CHIEF FREEMAN? MANY PEOPLE COMPLAIN  
2    ABOUT BUDGETS AND PUBLIC SAFETY, BUT THE PROFESSIONAL MEN AND  
3    WOMEN OF THE FIRE DEPARTMENT DID AN INCREDIBLE JOB THIS  
4    WEEKEND, AND WE WANT TO COMMEND CHIEF FREEMAN AND THE MEN AND  
5    WOMEN. [APPLAUSE.] IN A VERY TRAGIC ACCIDENT THAT OCCURRED ON  
6    THE I-5/14. AND THROUGH MICHAEL'S LEADERSHIP AND PERSISTENT  
7    TRAINING AND PROFESSIONALISM, THE MEN AND WOMEN OF THE COUNTY  
8    FIRE DEPARTMENT WERE ABLE TO DO AN INCREDIBLE JOB, AN  
9    INCREDIBLE JOB WITH THE SUPPORT OF CALTRANS HIGHWAY PATROL,  
10   THE SHERIFF'S DEPARTMENT AND COUNTY'S PUBLIC WORKS. BUT WHEN  
11   WE TALK ABOUT WHAT COMES FIRST, MANY TIMES IN ADMINISTRATION,  
12   YOU CAN WAIT A DAY OR TWO OR YOU CAN GET ASSISTANCE THROUGH  
13   PUBLIC/PRIVATE PARTNERSHIP. BUT WHEN THE 911 CALL COMES, YOU  
14   DON'T HAVE PUBLIC/PRIVATE PARTNERSHIPS TO RELY UPON AND THAT'S  
15   WHY WE HAVE TO KEEP OUR PUBLIC SAFETY, SHERIFF, FIRE INVOLVED  
16   WITH THE BEST TRAINING, THE BEST SUPPORT AND THE BEST  
17   EQUIPMENT, BECAUSE THEY RESTORE ORDER AND SAVE LIFE, WHICH  
18   THEY WOULD NOT BE ABLE TO DO IF THEY DIDN'T HAVE THOSE  
19   RESOURCES. SO THANK YOU VERY MUCH, MICHAEL. [APPLAUSE.]

20

21   **SUP. BURKE:** WONDERFUL JOB. AND DIFFICULT, DIFFICULT SITUATION.

22

23   **SUP. ANTONOVICH:** LET ME FIRST MAKE SOME ADJOURNMENT MOTIONS,  
24   MADAME CHAIR. FIRST IS DWIGHT CASHION WHO PASSED AWAY OCTOBER  
25   10TH AT THE AGE OF 93. GRADUATED MANUAL ARTS HIGH SCHOOL, UCLA



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 AND THEN WAS A DOWNTOWN LA PUBLIC ACCOUNTANT IN PRIVATE  
2 PRACTICE WITH HIS BROTHER LARRY, WHO HAD PASSED AWAY A FEW  
3 YEARS AGO. AND BOTH OF THEM AND THEIR FAMILIES, PILLARS IN  
4 GLENDALE AND THE COMMUNITY AS FAR AS PUBLIC SERVICE AND  
5 INSPIRATION AND INVOLVEMENT IN OUR COMMUNITY AND ALL WALKS OF  
6 LIFE. HE AND HIS WIFE, ALVA, WERE MARRIED 57 YEARS BEFORE SHE  
7 PASSED AWAY. AND THEY LEAVE TWO CHILDREN, JIM AND CHERYL. AND  
8 THEN ALSO WANDA HAMILTON, WITH OUR REGISTRAR OF RECORDER,  
9 COUNTY CLERK EMPLOYEE, WHO PASSED AWAY SUDDENLY ON OCTOBER 4TH  
10 AT THE AGE OF 66. SHE WAS DISCOVERED BY HER COWORKERS WHEN SHE  
11 DIDN'T REPORT TO WORK. WANDA WORKED IN THE ELECTIONS SERVICES  
12 BUREAU AND SET UP THE "ASK WANDA" HOT LINE FOR POLL WORKERS TO  
13 CALL AN EXPERIENCED POLL WORKER TO GET ANSWERS TO THEIR  
14 QUESTIONS. SHE ALSO COORDINATED THEIR POLL CAT NEWSLETTER. SHE  
15 IS SURVIVED BY HER DAUGHTERS, LAURA, DEBORAH AND PAMELA. WAYNE  
16 RANDAL STAHL, A RESIDENT OF PALMDALE WHO WORKED FOR THE LOS  
17 ANGELES COUNTY PUBLIC WORKS FOR 40 YEARS, AND HE IS SURVIVED  
18 BY BEVERLEY, THE SON AND DAUGHTER AND GREAT GRANDCHILDREN.  
19 MATT STANISICH PASSED AWAY SHY OF HIS 100TH BIRTHDAY. HE WAS  
20 BORN IN CROATIA, SETTLED IN CALIFORNIA IN THE '30S. SERVED IN  
21 THE UNITED STATES ARMY. A MEMBER OF THE 342ND REGIMENT OF THE  
22 49TH BATTALION OF COMBAT ENGINEERS. MARRIED HIS WIFE DOROTHY  
23 AND THEY WERE INVOLVED IN THE CONSTRUCTION BUSINESS, EMPLOYED  
24 BY IRISH CONSTRUCTION FOR 40 YEARS. AND HE WAS AN AVID DODGER  
25 FAN, WIN OR LOSE. AND HE PLAYED AT ST. MARY'S AND LISTENED TO



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 THE OLD COUNTRY CROATIAN MUSIC AND ACTIVE IN THE CROATIAN  
2 FEDERATION LODGE 177. SO I ASK FOR ADJOURNMENTS IN THEIR NAME.

3

4 **SUP. BURKE:** SO ORDERED.

5

6 **SUP. ANTONOVICH:** AND THEN ON OCTOBER 4TH, THERE WERE SIX NEWLY  
7 PAINTED TREES WERE DISCOVERED BROKEN IN HALF AT SORENSON PARK  
8 AND LAKE LOS ANGELES. ADDITIONALLY THERE WAS GANG-RELATED  
9 GRAFFITI IN THE RESTROOM. AND SHERIFF'S LANCASTER IS SEEKING -  
10 - SHERIFF'S LANCASTER STATION IS SEEKING PUBLIC ASSISTANCE TO  
11 AID IN THEIR INVESTIGATION. I MOVE THAT THE BOARD OF  
12 SUPERVISORS OFFER A REWARD IN THE AMOUNT OF \$10,000 IN  
13 EXCHANGE FOR THE ARREST AND CONVICTION OF THE PERSONS  
14 RESPONSIBLE, OR, PERSONS FOR THE VANDALISM AT SORENSON PARK ON  
15 OR ABOUT OCTOBER 4TH. I MAKE THAT MOTION.

16

17 **SUP. BURKE:** SO ORDERED. IT MOVED BY ANTONOVICH, SECONDED BY  
18 KNABE WITHOUT OBJECTION.

19

20 **SUP. ANTONOVICH:** JUST TO GO BACK ON THE INCREDIBLE JOB OF OUR  
21 FIRE DEPARTMENT AND THAT, LET ME JUST FOR THE MOTION READ THAT  
22 THIS PAST WEEKEND THE NATION WITNESSED THE TRAGIC LOSS OF LIFE  
23 AND DEVASTATION ASSOCIATED WITH THE MULTI-VEHICLE ACCIDENT AND  
24 ENSUING FIRE IN THE SOUTHBOUND TRUCK TUNNEL OF INTERSTATE 5 AT  
25 THE NEWHALL PASS. THE REMARKABLE RECOVERY EFFORT AND



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 SUBSEQUENT REOPENING OF THE NORTH AND SOUTHBOUND LANES OF THE  
2 MAJOR STATE ARTERY ARE THE RESULTS OF THE HARD WORK AND  
3 DEDICATION BY THOSE FIRST RESPONDERS AND THE COLLABORATIVE  
4 EFFORTS OF LOCAL AND STATE AGENCIES. THE COUNTY FIRE  
5 DEPARTMENT DID A SUPERB JOB IN EXTINGUISHING A VIRTUAL INFERNO  
6 WITH TEMPERATURES RAGING OVER 1,000 DEGREES, AS WELL AS  
7 TENDING TO THE INJURED. OFFICIALS WITH CALTRANS WORKED  
8 DILIGENTLY TO ENSURE THE STRUCTURAL INTEGRITY OF THE FREEWAY.  
9 HIGHWAY PATROL PROVIDED TIMELY REPORTS TO THE PUBLIC ABOUT  
10 ALTERNATIVE ROUTES. AND THEY ALSO LAUNCHED AN INVESTIGATION  
11 INTO THE CAUSE OF THE ACCIDENT. THE COUNTY SHERIFF'S  
12 DEPARTMENT ASSISTED CALTRANS IN THE DIVERSION OF TRAFFIC  
13 AROUND THE TUNNEL, WHILE OUR PUBLIC WORKS STAFF ASSISTED WITH  
14 CLOSURES OF FREEWAY ONRAMPS. METRO LINK AND METRO  
15 REPRESENTATIVES ENHANCED THE EXISTING TRAIN AND BUS SERVICE TO  
16 ACCOMMODATE THE INCREASED DEMAND FOR PUBLIC TRANSPORTATION.  
17 THE PUBLIC DEMANDS THAT ITS ELECTED OFFICIALS AND DEPARTMENT  
18 MANAGERS AND LINE STAFF RESPOND IMMEDIATELY, EFFICIENTLY AND  
19 PROMPTLY TO EMERGENCIES. WE APPRECIATE THEIR VALIANT EFFORTS  
20 TO PROTECT LIFE AND PROPERTY IN TIMES OF CRISIS. THE INCIDENT  
21 ALSO ILLUSTRATES THE IMPORTANCE OF ESTABLISHING INLAND PORTS  
22 IN THE ANTELOPE VALLEY, TRANSPORTING FREIGHT FROM OUR PORTS BY  
23 RAIL TO A TERMINAL IN ANTELOPE VALLEY WHERE IT MAY BE PICKED  
24 UP BY TRUCK AND DISTRIBUTED TO THE REST OF THE NATION WILL  
25 REDUCE TRUCK TRAFFIC ON COUNTY FREEWAYS, IMPROVING SAFETY,



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 MOBILITY, AND AIR QUALITY. I'D MOVE THAT THE BOARD DIRECT  
2 EXECUTIVE OFFICER TO DRAFT FIVE SIGNATURE LETTERS BY THE BOARD  
3 TO THE CALIFORNIA STATE DEPARTMENT OF TRANSPORTATION, THE  
4 HIGHWAY PATROL, METRO LINK, THE METROPOLITAN TRANSIT  
5 AUTHORITY, LOS ANGELES COUNTY FIRE DEPARTMENT, THE LOS ANGELES  
6 COUNTY DEPARTMENT OF PUBLIC WORKS, AND THE LOS ANGELES COUNTY  
7 SHERIFF'S DEPARTMENT COMMENDING THEIR EFFORTS TO PROTECT THE  
8 PUBLIC DURING THE TUNNEL FIRE, DIVERTING TRAFFIC WHERE  
9 POSSIBLE, MAXIMIZING OPPORTUNITIES TO UTILIZE PUBLIC  
10 TRANSPORTATION AND KEEPING THE PUBLIC INFORMED DURING THE  
11 DURATION OF THAT FIRE. AND FURTHER MOVE THAT THE BOARD DIRECT  
12 THE COUNTY, STATE, AND FEDERAL ADVOCATES TO SUPPORT  
13 LEGISLATION TO FUND THE INLAND PORTS IN ANTELOPE VALLEY.

14

15 **SUP. BURKE:** FOR NEXT WEEK?

16

17 **SUP. ANTONOVICH:** WOULD THAT BE FOR NEXT WEEK? THAT'S FINE.  
18 FIRST PART CAN BE FOR THIS WEEK?

19

20 **SUP. BURKE:** THE RESOLUTION?

21

22 **SUP. ANTONOVICH:** RESOLUTION WOULD BE FOR THIS PART. AND THEN  
23 THE SECOND PART ON THAT LEGISLATION FOR NEXT WEEK.

24





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **SUP. BURKE:** ON THE FIVE-SIGNATURE LETTER, MOVED BY ANTONOVICH,  
2   SECONDED BY MOLINA, WITHOUT OBJECTION, SO ORDERED. THE  
3   REMAINDER WILL GO OVER TO NEXT WEEK.

4

5   **SUP. ANTONOVICH:** AND SINCE 2003, 10 HOSPITALS HAVE CLOSED IN  
6   OUR COUNTY. THE COUNTY HAS LOST 1,462 PATIENT BEDS IN THE LAST  
7   FOUR YEARS. THIS HAS SEVERELY IMPACTED OUR STRATEGIC PARTNER,  
8   HOLY CROSS MEDICAL CENTER, WHICH IS A 254-BED NOT-FOR-PROFIT  
9   FACILITY. IT OFFERS A FULL RANGE OF HEALTH SERVICES. AND IT'S  
10   THE ONLY ROUND-THE-CLOCK TRAUMA CENTER IN THE SAN FERNANDO  
11   VALLEY AND SURROUNDING COMMUNITIES. AND IT'S ESSENTIAL TO  
12   SUPPORT PROVIDENCE HOLY CROSS MEDICAL CENTER'S EFFORTS TO  
13   EXPAND BEDS AND SERVICES TO MEET THIS NEED OF OUR COMMUNITY.  
14   AND I'D MOVE THAT THE BOARD SEND A FIVE SIGNATURE LETTER TO  
15   THE CITY COUNCIL WITH THE MAYOR OF LOS ANGELES TO SUPPORT THE  
16   EXPANSION OF HEALTH SERVICES AND BEDS AT PROVIDENCE-HOLY CROSS  
17   MEDICAL CENTER. SO I'D MOVE THAT, MADAME CHAIR.

18

19   **SUP. BURKE:** THAT'S OKAY FOR TODAY. MOVED BY ANTONOVICH,  
20   SECONDED BY KNABE, WITHOUT OBJECTION, SO ORDERED.

21

22   **SUP. ANTONOVICH:** ITEM NUMBER 32, I'D LIKE TO CALL UP AND MAKE  
23   THIS MOTION. DID ANYBODY SIGN UP ON 32, SACHI? NO. OKAY. I'D  
24   LIKE TO MOVE THAT THE FOLLOWING, THE PROBATION DEPARTMENT HAS  
25   CONTRACTED FOR CLERICAL SERVICES FOR EACH OF OUR JUVENILE



The Meeting Transcript of  
The Los Angeles County Board of Supervisors

1 HALLS SINCE 1987. THEY RECENTLY BEGAN PHASING OUT THESE  
2 CONTRACTS WITH THE GOAL OF REPLACING THE EMPLOYEES WITH COUNTY  
3 EMPLOYEES. WHILE THE REASONS ARE LARGELY SPECULATIVE, THEY  
4 INVOLVE THE NEED FOR ENHANCED SECURITY AND CHALLENGES IN  
5 RECRUITMENT AND RETENTION. TO ADDRESS THIS NEED FOR SECURITY,  
6 THE DEPARTMENT HAS APPROPRIATELY TURNED TO CONTRACT SECURITY  
7 OFFICERS WHO ARE BETTER SUITED AND TRAINED FOR THAT MISSION.  
8 WITH RESPECT TO THE CHALLENGES IN RECRUITMENT AND RETENTION,  
9 THE SAME CHALLENGES WERE CONFRONTED TO THE COUNTY PRIOR TO  
10 1987, WHICH LED THE DEPARTMENT TO CONTRACT OUT IN THE FIRST  
11 PLACE. ELIMINATING THESE CONTRACTS WILL RESULT IN A 25 PERCENT  
12 TO 28 PERCENT INCREASE IN COSTS TO THE COUNTY. THE IMPACT  
13 SHOULD BE CAREFULLY CONSIDERED BASED ON THE BOARD'S SEPTEMBER  
14 25TH DIRECTIVE TO THE C.E.O. TO MONITOR THE BUDGET IN LIGHT OF  
15 THE FATTENING OF ECONOMIC GROWTH IN THE COUNTY. SO I'D LIKE TO  
16 MOVE THE ITEM 32 AND DIRECT THE C.E.O. TO REVIEW THE PROBATION  
17 DEPARTMENT'S DECISION TO PHASE OUT CONTRACTS FOR CLERICAL  
18 SERVICES AT THE JUVENILE HALLS AND REPORT BACK TO THE BOARD IN  
19 TWO WEEKS WITH A RECOMMENDATION THAT ACHIEVES THE NEEDS OF THE  
20 DEPARTMENTS AND IS COST-EFFECTIVE AT THE SAME TIME.

21  
22 **SUP. BURKE:** THAT'S TO REPORT BACK? MOVED BY ANTONOVICH,  
23 SECONDED BY KNABE.

24  
25 **SUP. ANTONOVICH:** MOTION 32, AS AMENDED.



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1

2 **SUP. BURKE:** ITEM 32 IS APPROVED WITH THE AMENDMENT WITHOUT  
3 OBJECTION. MOVED BY ANTONOVICH, SECONDED BY KNABE.

4

5 **SUP. ANTONOVICH:** ITEM NUMBER 47.

6

7 **SUP. BURKE:** ITEM 47?

8

9 **SUP. ANTONOVICH:** THE ITEM 47 DEALS WITH THE WATER SUPPLY IN  
10 SOUTHERN CALIFORNIA, WHICH IS A VERY CRITICAL ISSUE. THE WATER  
11 SHORTAGE ISRAEL, THE LAST DAM BUILT IN CALIFORNIA WAS IN 1997.  
12 AND THAT'S WHEN OUR POPULATION WAS 23 MILLION. TODAY THAT  
13 POPULATION IS NOW 38 MILLION. CALIFORNIA NOW STORES LESS THAN  
14 ONE YEAR OF WATER CONSERVATION, LESS THAN ONE YEAR. THE  
15 PROBLEM THAT WE HAVE IS THAT WE'VE HAD OVER, I BELIEVE IT WAS  
16 \$12 BILLION IN BONDS THAT HAVE BEEN PASSED, I SHOULD SAY THERE  
17 HAVE BEEN SIX BONDS APPROVED, OF ALMOST \$17 BILLION THAT HAD  
18 PROMISED TO ENHANCE OUR WATER SUPPLY BUT FAILED TO DO THAT.  
19 AND THE REASON IS THAT WE HAVE PASSED BONDS WITHOUT HAVING THE  
20 PROJECT FIRST AND THEN FINANCING IT. YOU COMPARE THAT TO BACK  
21 IN THE 1950S, I SHOULD SAY IN 1960, THE BURNS PORTER ACT THE  
22 FINANCED CONSTRUCTION OF THE ENTIRE STATE WATER PROJECT WAS A  
23 TOTAL OF \$1.75 BILLION. THAT'S EQUIVALENT TO TODAY'S 12.3  
24 BILLION IN TODAY'S MONEY. BUT THAT'S JUST SLIGHTLY MORE THAN  
25 THE WATER BONDS ALREADY APPROVED IN JUST THE LAST FIVE YEARS



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 SINCE 2002. SO THE PROBLEM IS THEY HAVE BEEN PASSING BONDS  
2 WITHOUT HAVING PROJECTS IN PLACE. AND SENATOR MCCLINTOCK HAS  
3 POINTED OUT THAT WHAT NEEDS TO BE DONE IS THE GOVERNOR AND THE  
4 LEGISLATURE FIRST NEED TO AGREE ON A PROJECT, THEN DO THE  
5 ENGINEERING, OBTAIN THE BIDS, AND ONLY THEN BORROW WHAT IS  
6 NECESSARY TO FINANCE THAT PROJECT. IN SOUTHERN CALIFORNIA, WE  
7 HAVE AN ONGOING DROUGHT, AS WE KNOW. INCREASED COSTS OF  
8 TRANSPORTING WATER TO SOUTHERN CALIFORNIA CONTINUES TO  
9 ESCALATE. INCREASED COSTS ARE ALSO ASSOCIATED WITH THE RISING  
10 COSTS FOR ELECTRICITY IN THE STATE OF CALIFORNIA. PENDING  
11 FEDERAL COURT RULING TODAY IS GOING TO JEOPARDIZE WATER  
12 PUMPING IN THE DELTA, WHICH WILL ENDANGER SOUTHERN  
13 CALIFORNIA'S SUPPLY OF WATER. AND LACK OF ADEQUATE WATER  
14 STORAGE FACILITIES THAT WE HAVE IN OUR STATE. AND WE HAVE  
15 INCOMPLETE OR INADEQUATE WATER CONSERVATION MEASURES RELATIVE  
16 TO NEW DEVELOPMENT AND LOCAL ZONING AND BUILDING CODES.  
17 SOLUTIONS WILL REQUIRE THE STATE AND LOCAL GOVERNMENT TO BUILD  
18 ADDITIONAL WATER RETENTION FACILITIES, IMPROVE THE NETWORK  
19 WITH TRANSPORTS, WATER FROM SACRAMENTO DELTA AND THE  
20 SACRAMENTO RIVER TO SOUTHERN CALIFORNIA. FAST TRACKING  
21 REGULATORY APPROVAL FOR UNDERGROUND WATER BANKS AND WHETHER  
22 CONSTRUCTED BY PUBLIC AGENCIES, THE PUBLIC SECTOR OR THROUGH  
23 PUBLIC/PRIVATE PARTNERSHIPS. AND LOCAL GOVERNMENT NEEDS TO  
24 ENHANCE AND CHANGE OUR LOCAL ZONING AND BUILDING CODES TO  
25 REQUIRE NEW CONSTRUCTION INCORPORATING WATER CONSERVING



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 MEASURES SUCH AS DROUGHT TOLERANT LANDSCAPING AND DRIP  
2 IRRIGATION SPRINKLERS. WE NEED TO ADOPT MEASURES TO ENCOURAGE  
3 OPERATORS OF INDUSTRIAL EQUIPMENT THAT USE THIS WATER  
4 EFFICIENTLY TO RETROFIT OR REPLACE THIS EQUIPMENT WITH  
5 EFFICIENT MACHINERY. WE NEED TO INCREASE THE AWARENESS FOR THE  
6 NEED FOR WATER CONSERVATION BY BROADENING EXISTING PUBLIC  
7 INFORMATION CAMPAIGNS. REPLACING NON-NATIVE LANDSCAPING WITH  
8 DROUGHT-TOLERANT AND NATIVE PLANTINGS THAT REQUIRE LESS  
9 FREQUENT WATERINGS. USING A BROOM TO SWEEP DRIVEWAYS AND  
10 WALKWAYS RATHER THAN WATER. TAKING SHORTER SHOWERS, TURNING  
11 OFF THE FAUCET WHEN BRUSHING ONE'S TEETH. WASHING ONLY FULL  
12 LOADS OF LAUNDRY OR DISHES. AND I HAVE A MOTION THAT I WILL  
13 PUT ON THE TABLE AND THEN WE CAN HEAR FROM THE DEPARTMENT. THE  
14 BOARD'S DISCUSSION TODAY ADDRESSES THE NEED TO CONSERVE WATER  
15 IN SOUTHERN CALIFORNIA AND TO HAVE OUR LOCAL GOVERNMENT WORK  
16 TO REDUCE OUR DEPENDENCY ON WATER FROM OUTSIDE OF THE L.A.  
17 BASIN. ONE MEASURE WE CAN RELATIVELY QUICKLY ADOPT IS THE  
18 ORDINANCE REQUIRING NEW DEVELOPMENTS IN OUR COUNTY'S  
19 UNINCORPORATED COMMUNITIES, INCLUDING DROUGHT-TOLERANT AND  
20 NATIVE LANDSCAPING TO MINIMIZE THE NEED FOR EXCESSIVE WATERING  
21 OF PLANTS THAT ARE NON-NATIVE TO SOUTHERN CALIFORNIA. COUNTY  
22 STAFF SHOULD CONDUCT FURTHER RESEARCH TO IDENTIFY OTHER  
23 MEASURES, SUCH AS DRIP IRRIGATION SPRINKLER SYSTEMS, DUAL  
24 PIPING FOR RECYCLED WATER AND SIMILAR EQUIPMENT THAT THE BOARD  
25 COULD CONSIDER ADOPTING IN THE FUTURE. SO I'D MOVE THAT THE



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 BOARD DIRECT THE DEPARTMENT OF PUBLIC WORKS WORKING WITH THE  
2 DEPARTMENT OF REGIONAL PLANNING AND THE COUNTY COUNSEL TO  
3 PREPARE AN ORDINANCE FOR OUR BOARD AMENDING OUR ZONING  
4 ORDINANCE AND BUILDING CODES TO REQUIRE THAT DROUGHT-TOLERANT  
5 AND NATIVE SPECIES BE REQUIRED IN ALL NEW DEVELOPMENTS AND TO  
6 BE BROUGHT BEFORE THE BOARD OF SUPERVISORS WITHIN 60 DAYS, AND  
7 THAT THE STAFF OF THESE DEPARTMENTS REPORT BACK TO THE BOARD  
8 AT THAT TIME IDENTIFYING OTHER POTENTIAL MEASURES. THE BOARD'S  
9 -- THE COUNTY SHOULD -- AS I SAID, THAT THE BOARDS WILL HAVE  
10 THE STAFF REPORT BACK TO THE BOARD AT THE TIME IDENTIFYING  
11 OTHER POTENTIAL WATER CONSERVATION MEASURES. BUT I'D LIKE TO  
12 HEAR FROM THE DEPARTMENT NOW ON THIS ISSUE, AND I PUT THIS  
13 MOTION ON THE TABLE.

14  
15 **SUP. BURKE:** SUPERVISOR YAROSLAVSKY ASKS THAT THIS AMENDMENT BE  
16 PASSED OUT ON THIS ITEM. DO YOU WANT TO PASS IT OUT? ABOUT  
17 YAROSLAVSKY'S AMENDMENT? I'LL READ IT IN. I FURTHER MOVE TO  
18 IDENTIFY CONSERVATION CODES ALREADY IN PLACE, HOW THESE CODES  
19 ARE ENFORCED AS WELL AS POSSIBLE RECOMMENDATIONS FOR REVISIONS  
20 OR ADDITIONS TO MAKE WATER CONSERVATION MORE EFFECTIVE. REPORT  
21 ON WHAT COUNTY FACILITIES CAN DO TO STEP UP WATER CONSERVATION  
22 PROGRAMS AND REDUCE WATER USE PARTICULARLY AS IT RELATES TO  
23 LANDSCAPING AND IRRIGATION AND HOW THE COUNTY'S SMART  
24 GARDENING PROGRAM CAN BE ADAPTED TO COUNTY GROUNDS AND PARKS,  
25 PROVIDE A STATUS REPORT ON THE IRWMP EFFORTS AND WHAT PROJECTS





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 HAVE BEEN IDENTIFIED TO REDUCE WATER USE THROUGHOUT THE  
2 COUNTY, IRWMP REGION. I WOULD ALSO ASK THAT WE HAVE A REPORT  
3 BACK ON THE PREVIOUS MOTION THAT I HAD, AS IT RELATED TO WATER  
4 CONSERVATION ON WATERING AND SOME OF THOSE THINGS AND EXACTLY  
5 WHAT HAS HAPPENED SINCE THAT MOTION WAS ADOPTED.

6

7 **SUP. ANTONOVICH:** THAT CAN ALL BE INCORPORATED IN THE MOTION.

8

9 **SUP. BURKE:** IN THE REPORT, RIGHT.

10

11 **SUP. ANTONOVICH:** SURE. MR. WOLFE?

12

13 **DON WOLFE:** YES SIR, THANK YOU, SUPERVISOR. DON WOLFE, DIRECTOR  
14 OF PUBLIC WORKS. AND I HAVE WITH ME MR. DEAN EFSTATHIOU, MY  
15 CHIEF DEPUTY. YOU ASKED LAST WEEK FOR US TO REPORT ON SEVERAL  
16 ISSUES, INCLUDING WHAT THE DEPARTMENT, THE COUNTY IS DOING  
17 WITH RESPECT TO WATER CONSERVATION, AND IN PARTICULAR WHAT THE  
18 WATER WORKS DISTRICTS ARE DOING. WE HAVE BASICALLY APPROACHED  
19 THE ISSUE OF WATER CONSERVATION AND PREPARING FOR ANY FAILURE  
20 OF DELIVERS TO IMPORTED WATER TO THE COUNTY IN THREE WAYS.  
21 FIRST, REDUCTION OF PER CAPITA USE. WE DO THAT THROUGH PUBLIC  
22 EDUCATION AND OFFERING INCENTIVES TO THE PUBLIC, INCLUDING A  
23 PRICING INCENTIVE IN ALL OF OUR WATER WORKS DISTRICTS. SO THE  
24 MORE YOU USE, THE HIGHER YOUR CUBIC FOOT RATE IS BEYOND A  
25 CERTAIN POINT. AND WE ALSO DO A LOT TO KEEP OUR SYSTEM IN



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 REPAIR BECAUSE LEAKING WATER SYSTEMS ARE A BIG CONTRIBUTOR TO  
2 LOSS OF OVERALL WATER FOR THE COUNTY. AND, TWO, CONSERVATION.  
3 CONSERVATION HAS MANY EFFORTS. OBVIOUSLY, THE FLOOD CONTROL  
4 DISTRICT INVOLVED IN THAT. WE STORED ABOUT 280,000 ACRE FEET  
5 OF WATER THAT'S PERKED INTO THE GROUND EVERY YEAR. WE HAVE A  
6 LONG TERM GOAL TO INCREASE THAT BY 50 PERCENT. THAT AMOUNT  
7 WE'RE CURRENTLY PERCOLATING IN THE GROUND WILL SERVE A  
8 POPULATION OF ABOUT 2 MILLION PEOPLE PER YEAR, WHICH IS PRETTY  
9 SIGNIFICANT. USE OF RECYCLED WATER, YOU MENTIONED SUPERVISOR  
10 BURKE BOTH BURKE AND AN ANTONOVICH IN YOUR MOTIONS. WE  
11 ESTABLISHED THE WATER, THE OFFICE OF WATER RECYCLING, YOUR  
12 BOARD DID A WHILE BACK WITH A GOAL OF INCREASING THE USE BY  
13 THE COUNTY FAMILY OF PARKS AND RECREATION, PUBLIC WORKS, AND  
14 ALL OF OUR FACILITIES WITH BOTH SHORT AND LONG-TERM GOALS.  
15 RIGHT NOW I THINK WE HAVE FIVE PARKS THAT ARE BEING WATERED  
16 THROUGH RECYCLED WATER. WE'RE WORKING ON TWO MORE COMING  
17 IMMEDIATELY AND OUR LONG-TERM GOAL IS ALL OF THEM USE RECYCLED  
18 WATER. RECYCLED WATER IS A HUGE EFFORT THAT WE'RE UNDERTAKING  
19 IN THE ANTELOPE VALLEY, WORKING WITH THE CITIES OF LANCASTER  
20 AND PALMDALE AND THE COUNTIES AND DISTRICT OUT THERE IN THAT  
21 AREA. WE APPROACH IT FROM BOTH THE SHORT AND THE LONG-TERM. WE  
22 ALSO HAVE IN PLACE THAT YOUR BOARD APPROVED BACK IN 1991,  
23 MEASURES THAT WE CAN IMPOSE IN INCREMENTS OF 5 TO 50 PERCENT  
24 TO REDUCE THE CONSUMER CONSUMPTION OF WATER IN OUR WATER WORKS  
25 DISTRICTS. AND AS OUR DELIVERIES ARE CURTAILED, WE WOULD BE



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 IMPOSING THOSE CURTAILMENTS. AND THEY JUST START OUT BASICALLY  
2 WITH MONETARY INCENTIVES, AND DOWN TO MANDATORY NOT BEING ABLE  
3 TO WATER YOUR LAWN OR YOUR PLANTS OR YOUR YARD, PERIOD, IN THE  
4 WORST CASE SCENARIO. BUT THOSE WOULD BE INCREMENTAL AND AS  
5 NECESSARY.

6

7 **SUP. ANTONOVICH:** WHAT IS THE -- RIGHT NOW THEY HAVE NOT  
8 IDENTIFIED A PARTICULAR PROJECT OR A PARTICULAR FUNDING FOR  
9 THE STATE OF CALIFORNIA, RIGHT? AND WE'RE IN SPECIAL SESSION,  
10 THAT'S WHAT THEY'RE DISCUSSING RIGHT NOW.

11

12 **DON WOLFE:** MY RECOLLECTION EXCEPT FOR THE THREE SPECIFIC DAMS  
13 THAT WERE IN THE GOVERNOR'S PROPOSAL AND THE REPUBLICAN  
14 PARTY'S PROPOSAL IT WAS GENERALLY PROVIDE MONEY TO LOCAL  
15 AGENCIES IN ORDER TO MEET THE NEEDS AT A LOCAL BASIS. SPEAKING  
16 AS YOUR ENGINEER, I'M VERY MUCH CONCERNED ABOUT THE FACT OF  
17 THROWING BILLIONS OF DOLLARS AT A PROBLEM WITHOUT A PLAN. AND  
18 WE DISCUSS THAT ALL THE TIME ABOUT, IF THIS MONEY STARTS  
19 FLOWING TO SOUTHERN CALIFORNIA, DO WE EVEN HAVE A PLAN HERE?  
20 AND WE'VE BEEN WORKING ON THE INTEGRATED REGIONAL WATER  
21 MANAGEMENT PLANS TO DEVELOP OUR PLAN, BOTH FOR THE L.A. BASIN,  
22 FOR THE SANTA CLARA RIVER AND THE ANTELOPE VALLEY. AND WE ARE  
23 DEVELOPING LISTS OF PROJECTS THAT CAN BE FUNDED THAT WILL HAVE  
24 AN IMPACT, A POSITIVE IMPACT ON OUR ABILITY TO PROVIDE WATER  
25 LOCALLY. BUT WE DON'T SEE ANY REAL, LONG-TERM, STATEWIDE



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 SOLUTION FOR THE WATER CRISIS COMING OUT OF PLANNING IN  
2 SACRAMENTO. THAT REALLY DOES CONCERN ME.

3

4 **C.E.O. FUJIOKA:** EVEN WORSE YET IS A MAJOR DIFFERENCE OF  
5 AGREEMENT BETWEEN THE GOVERNOR AND THEN RIGHT NOW IT'D BE THE  
6 SENATE. BUT IT'D THE DEMOCRATS IN THE SENATE. WHERE THE  
7 GOVERNOR, AS YOU KNOW, IS PUSHING FOR THE CONSTRUCTION OF NEW  
8 DAMS. WHEREAS THE SENATE IS PUSHING FOR MORE CONSERVATION  
9 ISSUES. AND SO IN THE SPECIAL SESSION, IT DOESN'T APPEAR THAT  
10 THEY'RE CLOSE TO REACHING A CONSENSUS, OR AN AGREEMENT ON AN  
11 APPROACH. YOU KNOW, CONSERVATION IS, I THINK -- WELL, THIS  
12 WHOLE ISSUE IS SOMETHING THAT HOPEFULLY THEY'LL SET ASIDE  
13 THEIR DIFFERENCES AND REACH A PLAN THAT WILL SERVE ALL OF OUR  
14 NEEDS. THEY'RE NOT EVEN CLOSE RIGHT NOW.

15

16 **SUP. BURKE:** WILL WE BE TAKING A POSITION ON ONE OR THE OTHER  
17 OF THOSE PLANS? OR WHAT HAVE WE DECIDED TO DO? OR WHAT IS  
18 GOING TO BE RECOMMENDED?

19

20 **C.E.O. FUJIOKA:** WE SENT FORWARD OUR POSITION. IN OUR OCTOBER  
21 12TH MEMO, WE LAID OUT ESSENTIALLY THE SIX AREAS THAT WE'RE  
22 FOCUSING ON. AND THAT'S LOCAL WATER RELIABILITY AND  
23 CONSERVATION, THE PROTECTION OF OUR WATER QUALITY, NEW WATER  
24 SUPPLIES, THE CONVEYANCE AND LOCAL STORAGE OF WATER AND THEN  
25 ASKING FOR AN APPROPRIATE FUNDING MECHANISM TO ADDRESS OUR



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 NEEDS, NOT ONLY OF THOSE IN NORTHERN CALIFORNIA BUT ALSO THOSE  
2 HERE ON THE BASIN.

3

4 **SUP. BURKE:** SO AS IT RELATES TO THOSE BILLS, ARE WE TAKING A  
5 POSITION SUPPORTING OR OPPOSING? OR HAVE WE TAKEN A POSITION?

6

7 **C.E.O. FUJIOKA:** WE WERE MORE CLOSELY IN LINE WITH THE  
8 CONSERVATION PROPOSAL THAT WAS SENT FORWARD BY THE SENATE, AT  
9 LEAST WE AS A BOARD. THAT, THE ONE BILL THAT WAS GOING THROUGH  
10 THAT PROCESS WAS RECENTLY VETOED BY THE GOVERNOR. AND SO I CAN  
11 CHARACTERIZE IT AS AN IMPASSE RIGHT NOW.

12

13 **SUP. ANTONOVICH:** BUT YOU NEED THE DAMS, AS WELL.

14

15 **C.E.O. FUJIOKA:** I UNDERSTAND.

16

17 **SUP. ANTONOVICH:** AND YOU NEED A MECHANISM OF TRANSPORTING THE  
18 WATER FROM THE NORTH TO THE SOUTH. DO WE HAVE AN ENGINEERING  
19 CONCEPT? DO WE HAVE A PROPOSED BUDGET THAT THE STATE OUGHT TO  
20 INCLUDE IN THE BOND TO MEET THIS NEED? OR WE'RE JUST  
21 FLOUNDERING?

22

23 **DON WOLFE:** FROM OUR PERSPECTIVE, SUPERVISOR, YOUR BOARD HASN'T  
24 GIVEN US ANY DIRECTION WITH RESPECT TO STORAGE AND WHETHER OR  
25 NOT WE CAN SUPPORT OR OPPOSE. SO WE'VE BEEN REALLY SILENT ON



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 THAT ISSUE. THERE ARE SEVERAL POINTS IN THE BOARD'S CURRENT  
2 POLICY ON WATER THAT WE'VE USED IN ORDER TO WORK WITH THE  
3 C.E.O. TO ESTABLISH OUR POSITION. BUT THAT IS A VOID THERE,  
4 WE'D STUCK WITH YOUR POLICY.

5

6 **SUP. ANTONOVICH:** ONE OF YOUR POSITIONS IS TO ENHANCE THE WATER  
7 SUPPLY, BUT WOULDN'T THE DAMS PROVIDE THAT ADDITIONAL WATER?

8

9 **DON WOLFE:** IF YOU'RE ASKING SIMPLY FOR MY OPINION OUTSIDE YOUR  
10 POLICY, YES, SUPERVISOR. I THINK THAT IN THE LONG-TERM  
11 SOLUTION FOR CALIFORNIA'S WATER CRISES, CONSERVATION IS HUGE  
12 AND SO IS STORAGE. WE WASTE, ALL OVER THE STATE, WE WASTE  
13 DURING GOOD RAIN YEARS MILLIONS OF ACRE FEET OF WATER THAT  
14 COULD BE STORED FOR DRY YEARS LIKE WE'VE HAD THIS YEAR AND  
15 POSSIBLY FACE IN THE NEXT FEW YEARS.

16

17 **C.E.O. FUJIOKA:** THE BOARD POLICY DOES SPEAK TO THAT SYSTEM,  
18 AND LOCAL STORAGE.

19

20 **SUP. ANTONOVICH:** WE ARE SUPPORTING THE ADDITIONAL DAMS?

21

22 **C.E.O. FUJIOKA:** THE PRINCIPAL FOCUS IS ON CONSERVATION ISSUES.  
23 THERE ARE SEVERAL POINTS THAT WERE APPROVED EARLIER. I CAN LAY  
24 THEM OUT IF YOU LIKE. BUT THE PRINCIPAL FOCUS WAS ON WATER  
25 QUALITY AND CONSERVATION. ANOTHER FOCUS WAS ON THE CONVEYANCE





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 AND LOCAL STORAGE. BUT THAT'S LOCAL STORAGE. NOT AS MUCH AS  
2 WHAT IS IN THE GOVERNOR'S BILL, BECAUSE THE GOVERNOR'S BILL  
3 SPEAKS TO THREE DAMS IN NORTHERN CALIFORNIA, NOT A NEW DAM  
4 HERE IN SOUTHERN CALIFORNIA.

5

6 **SUP. ANTONOVICH:** BUT WOULD THOSE NEW DAMS IN NORTHERN  
7 CALIFORNIA HELP SOUTHERN CALIFORNIA GET ADDITIONAL WATER?

8

9 **C.E.O. FUJIOKA:** YES, THEY WOULD. YOU'RE RIGHT.

10

11 **SUP. ANTONOVICH:** THAT'S WHAT I'M TALKING ABOUT. IT'S HELPING  
12 OUR SUPPLY OF WATER, AND SHOULDN'T WE BE SUPPORTIVE OF THOSE  
13 PROGRAMS, ALONG WITH OUR CONSERVATION EFFORTS? AND THAT'S WHAT  
14 THE COUNTY SHOULD BE IN THAT POSITION, BECAUSE WE'RE AT THE --  
15 SAN DIEGO, AND ORANGE, AND LOS ANGELES, RIVERSIDE, SAN  
16 BERNADINO, WE'RE AT THE END OF THE TOTEM POLL. IF THE WATER  
17 RUNS DRY, WE ARE OVER TWO-THIRDS OF THE STATE'S POPULATION.  
18 AND THE ENTIRE ECONOMY IS GOING TO GO IN THE TOILET. SO YOU  
19 NEED TO HAVE WATER HERE TO KEEP THE JOBS AND THE ECONOMY  
20 MOVING. SO IT'S A STATEWIDE ISSUE. AND OUR SUPPORT FOR THOSE  
21 DAMS IN NORTHERN CALIFORNIA IS GOING TO BENEFIT LOS ANGELES,  
22 SAN DIEGO AND ORANGE. BUT MORE IMPORTANTLY, IT'S GOING TO  
23 BENEFIT THE ENTIRE STATE BECAUSE YOU'RE HAVING PEOPLE WORKING  
24 AND MOVING FORWARD INSTEAD OF BECOMING A DESERT.

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1    **C.E.O. FUJIOKA:** WHICH IS TRUE. BUT A SINGLE APPROACH I DON'T  
2    FEEL WILL HELP US. IT HAS TO BE A COMBINATION OF THE TWO, BOTH  
3    ADDRESSING THE ISSUE OF STORAGE, THAT WOULD BE THE DAMS, BUT  
4    THEN ALSO THE QUALITY IN CONSERVATION. AND SO IT WOULD BE A  
5    HYBRID A COMBINATION OF BOTH MEASURES. NOT IGNORING ONE.  
6    SEEING THE DAMS, BUT ALSO RECOGNIZING THE NEED FOR QUALITY AND  
7    CONSERVATION.

8

9    **SUP. ANTONOVICH:** HOW COULD WE PROVIDE THAT LEADERSHIP HERE TO  
10    SACRAMENTO TO HAVE THAT HYBRID TYPE OF LEGISLATION SO THE  
11    STATE CAN MOVE FORWARD?

12

13    **DON WOLFE:** ONE OF THE THINGS WE'VE DONE, SUPERVISOR, IF I MAY.  
14    AND WE DID THIS CONSISTENT WITH YOUR CURRENT BOARD POLICY, AND  
15    THE C.E.O. KIND OF ALLUDED TO IT A MINUTE AGO, WAS THAT WE  
16    HAVE EMPHASIZED WE NEED FUNDING HERE LOCALLY FOR LOCAL  
17    STORAGE, BOTH ABOVE GROUND AND BELOW GROUND. AND THAT REALLY  
18    TRANSLATES STATEWIDE. IF WE NEED IT HERE LOCALLY, IT CAN BE  
19    IMPLIED THAT IT'S WHAT'S GOOD FOR US IS GOOD FOR ALL OF US.  
20    BUT A KEY TO OUR CONSERVATION HERE IN THE GREATER LOS ANGELES  
21    AREA IS GOING TO BE STORAGE, BOTH IN-GROUND STORAGE AND ABOVE  
22    GROUND. AND THAT'S GOING TO BE PRIMARILY DUE TO THE UPGRADING  
23    OF OUR EXISTING DAMS.

24



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **SUP. ANTONOVICH:** AND THEN, MR. FUJIOKA, HOW DO WE MAKE OUR  
2   POLICY OF A HYBRID SOLUTION KNOWN IN SACRAMENTO DURING THIS  
3   SPECIAL SESSION, WHICH I WOULD ASSUME IT'S NOT GOING TO GO  
4   THROUGH CHRISTMAS, KNOWN SO THAT WE CAN BRING ALL PARTIES  
5   TOGETHER TO MOVE FORWARD? BECAUSE THERE APPEARS TO BE  
6   STAGNATION AT THIS TIME.

7

8   **C.E.O. FUJIOKA:** YOU CAN SEND THAT MESSAGE NOW, WITH AN ACTION  
9   TAKEN BY THE BOARD. AND THEN OUR REPRESENTATIVES WHO WORK WITH  
10   BOTH THE LEGISLATURE AND THE GOVERNOR'S OFFICE COULD THEN  
11   RECEIVE OUR REVISED POSITION.

12

13   **SUP. ANTONOVICH:** THAT SHOULD BE PART OF OUR MOTION, MADAME  
14   CHAIR. THANK YOU.

15

16   **SUP. BURKE:** AND COULD YOU BASICALLY STATE WHAT THAT --

17

18   **SUP. ANTONOVICH:** TRYING TO GET THE PARTIES TOGETHER TO GET THE  
19   CONSENSUS AND COMPROMISE TO MOVE FORWARD TO HAVE THAT HYBRID  
20   APPROACH, CONSERVATION AND STORAGE, SO WE CAN MOVE FORWARD  
21   INSTEAD OF HAVING BOTH SIDES REFUSING TO COMPROMISE.

22

23   **SUP. KNABE:** I THINK UNFORTUNATELY PART OF THAT IS A RESULT OF  
24   IT'S NOT DEPENDENT ON WATER ISSUES BUT SOME OTHER ISSUES  
25   BEFORE THE LEGISLATURE. BUT IT'S REALLY IMPORTANT THAT WE GET



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 EVERYONE TOGETHER AND DEAL WITH THAT HYBRID KIND OF AN ISSUE  
2 BECAUSE OTHERWISE WE, LIKE YOU SAY, WE'RE AT THE BOTTOM OF THE  
3 FOOD CHAIN DOWN HERE.

4

5 **SUP. BURKE:** ALL RIGHT. SO IS THAT ACCEPTABLE? IS THERE ANY  
6 OBJECTION TO THAT MOTION? WITHOUT OBJECTION, THEN, ITEM 47.

7

8 **SUP. ANTONOVICH:** SO MY MOTION, ZEV'S MOTION, YOUR MOTION AND  
9 THE HYBRID APPROACH.

10

11 **SUP. BURKE:** IS APPROVED WITH ALL THE AMENDMENTS. DID YOU GET  
12 ALL OF THEM? ALL RIGHT. SO WITHOUT OBJECTION, 47 IS APPROVED.

13

14 **SUP. ANTONOVICH:** THANK YOU, DON, THANK YOU, DEAN. LET ME ALSO  
15 MOVE THAT WE ADJOURN IN MEMORY OF SAM MARTORANA, WHO WAS THE  
16 SON OF ITALIAN IMMIGRANTS, SERVED IN THE PACIFIC DURING WORLD  
17 WAR II, OPERATED VERY SUCCESSFUL, NAMED IN FACT "SOUTHLAND'S  
18 BEST PIZZA RESTAURANT", CASA BIANCA PIZZA WITH HIS BROTHER, ON  
19 COLORADO BOULEVARD IN EAGLE ROCK. SAM PASSED AWAY AT THE AGE  
20 OF 83. HE LEAVES HIS WIFE JENNIE AND THEIR CHILDREN, WHO ARE  
21 NOW RUNNING THAT BUSINESS. SO MOVE THAT ADJOURNMENT MOTION.

22

23 **SUP. BURKE:** SO ORDERED.

24



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1    **SUP. ANTONOVICH:** FOR THAT RECENT TRAGEDY, I HAVE TO DO A  
2    MOTION FOR A LOCAL EMERGENCY ORDINANCE. I'LL READ THAT IN FOR  
3    THE RECORD. I'D MOVE THAT THE BOARD OF SUPERVISORS RATIFY THE  
4    ATTACHED PROCLAMATION OF A LOCAL EMERGENCY MADE ON OCTOBER  
5    14TH FOR THE SANTA CLARITA INTERSTATE FREEWAY ACCIDENT IN LOS  
6    ANGELES COUNTY ON OCTOBER 12TH, 2007. THE PROCLAMATION SHALL  
7    REMAIN IN EFFECT UNTIL ITS TERMINATION IS PROCLAIMED BY THE  
8    BOARD. APPROVED AND DIRECT THE DIRECTOR TO SIGN UPON BOARD  
9    APPROVAL, THE ATTACHED PROCLAMATION OF A LOCAL EMERGENCY FOR  
10    LOS ANGELES COUNTY. FORWARDING A COPY TO THE GOVERNOR OF OUR  
11    STATE WITH A REQUEST THAT HE PROCLAIM A STATE OF EMERGENCY  
12    THROUGHOUT OUR COUNTY, FORWARD A COPY OF THE PROCLAMATION TO  
13    THE DIRECTOR OF THE GOVERNOR'S OFFICE OF EMERGENCY SERVICES  
14    WITH THE REQUEST THAT THE DIRECTOR FIND IT ACCEPTABLE AND IN  
15    ACCORDANCE WITH STATE LAW, DIRECT THE EXECUTIVE OFFICER TO  
16    PLACE ON THE BOARD AGENDAS A REVIEW EVERY TWO WEEKS OF THE  
17    NEED TO CONTINUE THE EMERGENCY PROCLAMATION WHILE EMERGENCY  
18    RESTORATION ACTIONS ARE BEING TAKEN. THE IMPACTS OF THE  
19    DISASTER WILL REQUIRE AN ASSESSMENT OF THE IMPACTED SITE TO  
20    ENSURE THE SAFETY OF ALL RECOVERY, LAW ENFORCEMENT AND OTHER  
21    PERSONNEL AS REPAIRS ARE BEING MADE AND FOR ON GOING  
22    INVESTIGATIONS. ALTERNATIVE TRANSPORTATION ROUTES WHICH HAVE  
23    BEEN IDENTIFIED WILL REMAIN NEGATIVELY IMPACTED UNTIL REPAIRS  
24    AND RECONSTRUCTION TP THE SITE HAVE BEEN MADE AND THE ROUTES  
25    REOPENED. ECONOMIC ASSISTANCE IS NECESSARY FOR THOSE



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 BUSINESSES AND INDIVIDUALS WHO MAY NOT BE ABLE TO RECOVER FROM  
2 THIS DISASTER. ONCE THE CAUSE OR CAUSES OF THE TRAGIC ACCIDENT  
3 HAVE BEEN IDENTIFIED, MITIGATION MEASURES MUST BE MADE TO  
4 AVOID A REOCCURRENCE OF SUCH AN EVENT IN THE FUTURE. AND THAT  
5 WOULD BE THE PROCLAMATION THAT'S ATTACHED TO THE MOTION FOR  
6 THE CHAIRMAN TO SIGN. THAT WOULD BE MY MOTION.

7

8 **SUP. BURKE:** AND IT'S SECONDED BY KNABE. IS THERE ANY  
9 OBJECTION?

10

11 **SUP. ANTONOVICH:** MADAME CHAIR, ITEM NUMBER 31?

12

13 **SUP. BURKE:** WE HAVE PUBLIC COMMENT THAT WAS HELD FOR MR.  
14 BAXTER, WHO IS COMING UP. YES, MR. BAXTER, WOULD YOU STATE  
15 YOUR NAME?

16

17 **PETER BAXTER:** MADAME CHAIRPERSON, MEMBERS OF YOUR HONORABLE  
18 BOARD, MR. FUJIOKA, LADIES AND GENTLEMEN, MY NAME IS PETER  
19 BAXTER AND I LIVE IN LOS ANGELES. NOW, YOU KNOW I'M REALLY  
20 DISAPPOINTED THAT AFTER THE EXPERIENCE OF THE METRO RAIL  
21 TUNNEL FIRE, AND I THINK THERE WERE THREE MEMBERS OF THE BOARD  
22 STILL ALIVE WHO WERE HELD RESPONSIBLE BEFORE THE FIRE. AND NOW  
23 WE HAVE THIS FIRE CLOSE BY, WHICH IS ANOTHER TUNNEL FIRE. AND  
24 A TUNNEL FIRE SEEMS TO BE SO SIMPLE TO UNDERSTAND AND SO  
25 SIMPLE TO DO SOMETHING ABOUT THE FIRE. BECAUSE THE FIRE IN A





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 TUNNEL HAS ONLY TWO ENTRANCES, AND ONE OF THESE ENTRANCES CAN  
2 BE BLOCKED IMMEDIATELY. TWO ENTRANCES CAN BE BLOCKED  
3 IMMEDIATELY. THREE, FOUR, FIVE, THEY CAN BE BLOCKED  
4 IMMEDIATELY. AND AS SOON AS YOU BLOCK THE ENTRANCE TO THE FIRE  
5 FROM FRESH AIR, YOU BLOCK OXYGEN. BUT THE FIRE CANNOT EXIST  
6 WITHOUT OXYGEN. AND WE HAVE MR. ANTONOVICH WHO WAS, I BELIEVE,  
7 ON THE BOARD WHEN THE BOARD CONSIDERED THE FIRES OF KUWAIT. I  
8 BROUGHT YOU A VIDEOTAPE TO SHOW YOU THAT YOU CAN PUT OUT A  
9 FIRE OF THE INTENSITY OF THE FIRES OF KUWAIT IN NINE SECONDS.  
10 I CAN'T GET IT IN FRONT OF THE BOARD. IT SEEMS STRANGE TO ME  
11 WHEN -- OKAY. MY TIME IS UP. AND I THANK YOU.

12

13 **SUP. BURKE:** THANK YOU VERY MUCH.

14

15 **PETER BAXTER:** THANK YOU VERY MUCH.

16

17 **SUP. BURKE:** MR. ANTONOVICH MOVES, MISS MOLINA SECONDS, AND  
18 ITEM NUMBER 31 IS APPROVED.

19

20 **SUP. ANTONOVICH:** S-1? DR. CHERNOF?

21

22 **SUP. BURKE:** IS BRYCE YOKOMIZO HERE YET?

23

24 **SUP. KNABE:** MADAME CHAIR, ARE WE DOING S-1 AND 52 TOGETHER?

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1    **SUP. BURKE:** YES. WE CAN. UNLESS THERE'S SOME OBJECTION.

2

3    **SUP. ANTONOVICH:** DR. CHERNOF, YOUR PROJECTIONS INCLUDE THE  
4    2007-2008 ADJUSTMENTS. QUESTION: WHY DIDN'T THE DEPARTMENT  
5    TRANSFER THE 1,000 BUDGETED POSITIONS TO OFFSET THE INCREASE  
6    IN POSITIONS AT HARBOR AND RANCHO?

7

8    **SHEILA SHIMA:** I'M SORRY. I CAN GO AHEAD AND ANSWER THAT  
9    QUESTION. I THINK IT WAS, IN TERMS OF THE PACKAGE THAT WAS  
10   PRESENTED TO THE BOARD AND IS INCLUDED IN ITEM 52, AT THE TIME  
11   WE HAD TO PUT THAT PACKAGE TOGETHER, WE ONLY HAD THE  
12   INFORMATION ABOUT THE 357 POSITIONS AT HARBOR AND AT RANCHO.  
13   WE DIDN'T HAVE THE 1,171, WHICH ARE NOW PROPOSED TO BE DELETED  
14   AT MLK. THAT LIST IS ACTUALLY BEING PROPOSED AS A PART OF OUR  
15   AGENDA MEMO RELATED TO ITEM 52. SO IT'S A REALLY A TIMING  
16   ISSUE.

17

18   **SUP. ANTONOVICH:** WHY IS THE DEPARTMENT PROPOSING TO USE MEDI-  
19   CAL REDESIGN TO PAY FOR THESE 357 POSITIONS RATHER THAN SENATE  
20   BILL 474?

21

22   **C.E.O. FUJIOKA:** SORRY, SUPERVISOR, THERE'S DIFFERENT REVENUE  
23   SOURCES THAT ARE AVAILABLE. AND UNDER S.B.474, WE'RE  
24   GUARANTEED ON AN ANNUAL BASIS \$100 MILLION. MEDI-CAL REDESIGN  
25   IS A CALCULATION BASED ON COST. IT'S IN OUR BEST INTERESTS TO



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1    BASICALLY DRAW DOWN THE MONEY ON THE COST SIDE OF IT AND WE  
2    STILL GET THE \$100 MILLION.

3

4    **SUP. ANTONOVICH:** YOU'RE PROJECTING A DECREASE OF \$30.5 MILLION  
5    FROM THE ENTERPRISE FUND DESIGNATION. WHERE DO THOSE DOLLARS  
6    GET TRANSFERRED TO?

7

8    **SHEILA SHIMA:** AND ACTUALLY, ANY OF THE FUNDS THAT WERE TAKEN  
9    FROM THE DEPARTMENT'S DESIGNATION WERE USED OVERALL TO BALANCE  
10    THEIR BUDGET. AND THAT WAS AT THE POINT IN TIME THAT WE WERE  
11    AT THE SUPPLEMENTAL CHANGES. SO THAT WAS ACTUALLY ITEM 52. IN  
12    ORDER TO BALANCE THE DEPARTMENT'S BUDGET, WE NEEDED TO TAKE  
13    \$30.5 MILLION OUT OF THE DESIGNATION. AND THOSE AMOUNTS ARE  
14    ACTUALLY SPREAD ACROSS ALL OF THE HOSPITALS. IT REALLY WAS, AS  
15    WE'RE BALANCING THE BUDGETS, WHERE THE NEEDS WERE. ESSENTIALLY  
16    IT WAS WHERE THEY DIDN'T HAVE ENOUGH REVENUE OR COUNTY  
17    CONTRIBUTION TO ACTUALLY GO AHEAD AND BALANCE THEIR BUDGET.  
18    THEY NEEDED TO USE AMOUNTS FROM THEIR RESERVE. SO IT'S ACROSS  
19    ALL THE BUDGETS.

20

21    **SUP. ANTONOVICH:** AND WHAT'S THE TOTAL AMOUNT OF SAVINGS AFTER  
22    TAKING THE 1,144 POSITIONS OFFLINE?

23



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **C.E.O. FUJIOKA:** YOU'VE GOT TO REMEMBER WITH MARTIN LUTHER  
2   KING, WHEN IT WENT FROM A HOSPITAL TO A M.A.C., WE LOST COSTS  
3   AND WE ALSO LOST ASSOCIATED REVENUE. JUST GIVE ME ONE SECOND.

4

5   **SUP. MOLINA:** I WAS TOLD THE NUMBER WAS 63 MILLION, IS THAT  
6   CORRECT?

7

8   **C.E.O. FUJIOKA:** ACTUALLY THE REDUCTION IN REVENUE WAS  
9   APPROXIMATELY \$57 MILLION. HOLD ON ONE SECOND.

10

11   **SHEILA SHIMA:** BUT I THINK IF THE QUESTION REALLY IS THE AMOUNT  
12   OF COSTS ASSOCIATED WITH THE POSITIONS, THERE IS THE DETAIL IN  
13   THE BUDGET ADJUSTMENT. AND I THINK THE NUMBER'S ABOUT \$60  
14   MILLION.

15

16   **SUP. ANTONOVICH:** SO WHAT'S THE AMOUNT OF REVENUE THAT'S LOST  
17   FROM TURNING MLK INTO A M.A.C., AND WHAT FUNDING STREAMS ARE  
18   LOST?

19

20   **C.E.O. FUJIOKA:** BASICALLY WE LOST MEDI-CAL REDESIGN. WE LOST  
21   SOME MEDICARE REVENUE THAT'S BASICALLY ASSOCIATED WITH THE  
22   PATIENTS. BUT WHAT WE ENDED UP GETTING BACK IS S.B.474, WHICH  
23   IS THE SOUTH L.A. MEDICAL PRESERVATION FUND. SO IT ALLOWED US  
24   TO BASICALLY ALLOCATE ADDITIONAL REVENUE TO THE M.A.C. THAT



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 BASICALLY ALLOWED IT TO BE COST NEUTRAL FROM RUNNING IT AS A  
2 HOSPITAL TO RUNNING IT AS A M.A.C.C.

3

4 **SUP. KNABE:** BUT MIKE, COULD I JUST FOLLOW-UP ON A QUESTION AS  
5 IT RELATES TO THE POSITIONS YOU WERE TALKING ABOUT EARLIER?

6

7 **SUP. ANTONOVICH:** SURE.

8

9 **SUP. KNABE:** AS YOU MOVED THESE PEOPLE, LIKE TODAY'S ACTION IS  
10 TO HARBOR, UCLA, RANCHO, THOSE KIND OF THINGS. YOUR COMMENT TO  
11 ME YESTERDAY WAS THE FACT THAT MANY OF THESE OTHER VACANT  
12 POSITIONS HAVE BEEN MOVED TO OTHER FACILITIES, IS THAT  
13 CORRECT?

14

15 **SHEILA SHIMA:** THE INDIVIDUALS, RIGHT?

16

17 **SUP. KNABE:** BUT MANY OF THOSE -- THE PROBLEM HERE, THOUGH, IS  
18 MANY OF THOSE POSITIONS DO NOT HAVE MONEY BEHIND THEM, IS THAT  
19 CORRECT?

20

21 **SHEILA SHIMA:** WELL, THAT'S ACTUALLY PART OF THE REVIEW WE'RE  
22 WORKING WITH THE DEPARTMENT ON. THE PRIMARY -- THE FIRST GOAL  
23 WAS TO ACTUALLY TAKE THE INDIVIDUALS AND PUT THEM AGAINST  
24 VACANT POSITIONS. TO THE EXTENT THAT MANY OF THEM WERE NURSES  
25 AT KING. THEN WHEN THEY WERE TRANSFERRED TO THE OTHER



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 FACILITIES, THERE WERE A LOT OF NURSING VACANCIES AT THE OTHER  
2 DEPARTMENTS.

3

4 **SUP. KNABE:** SO THEY'RE ACTUALLY PERFORMING WORK AT THIS POINT?  
5 OR ARE THEY JUST ASSIGNED A VACANT POSITION?

6

7 **DR. BRUCE CHERNOF:** NO, THEY'RE PERFORMING WORK. AND THEY  
8 REPLACE INDIVIDUALS THAT ARE REGISTRY POSITIONS. AND EVERY  
9 TIME WE REPLACE A PERMANENT INDIVIDUAL COUNTY EMPLOYEE AGAINST  
10 A POSITION WHERE WE HAVE A REGISTRY INDIVIDUAL DOING THAT  
11 WORK, THERE IS AN INCREMENTAL COST SAVINGS BECAUSE REGISTRIES  
12 --

13

14 **SUP. KNABE:** NO, I UNDERSTAND THAT. BUT I ALSO UNDERSTAND THAT  
15 MANY OF THE MOVEMENTS, AS I UNDERSTAND IT, TO THESE VACANT  
16 POSITIONS OF THESE EMPLOYEES ARE NOT NECESSARILY FUNDED. AND  
17 THAT'S THE ANALYSIS YOU'RE DOING RIGHT NOW?

18

19 **SHEILA SHIMA:** RIGHT. THAT'S CORRECT.

20

21 **SUP. KNABE:** BECAUSE ALL THESE FACILITIES MAY NOT HAVE FUNDED  
22 POSITIONS. THEY MAY HAVE VACANCIES. BECAUSE YOU USED IT FOR  
23 COST SAVINGS?

24





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1    **DR. BRUCE CHERNOF:** WE DO USE A PERCENTAGE FOR COST SAVINGS.

2    YES, SUPERVISOR.

3

4    **SUP. KNABE:** WHICH MEANS THERE'S NO MONEY THERE.

5

6    **SUP. BURKE:** THE FTE'S ARE NOT FUNDED.

7

8    **SHEILA SHIMA:** IF YOU'RE TALKING ABOUT THE ACTUAL INDIVIDUALS,

9    THEY WILL HAVE TO BE FUNDED WITHIN THE BUDGETS.

10

11   **SUP. BURKE:** RIGHT. BUT THE ONES THAT ARE CARRIED BY THE  
12   FACILITY, LET ME UNDERSTAND THIS, YOU'RE SAYING THAT THERE MAY  
13   BE ALLOCATED TO THE HOSPITAL A CERTAIN NUMBER OF FTE'S BUT  
14   THEY MAY NOT BE NECESSARILY BE FUNDED AS SUCH?

15

16   **SHEILA SHIMA:** CORRECT. NO DEPARTMENT ACTUALLY HAS 100 PERCENT  
17   OF THEIR BUDGETED POSITIONS FUNDED. AT ANY GIVEN TIME, A  
18   DEPARTMENT ACTUALLY HAS A CERTAIN NUMBER OF VACANCIES. THERE'S  
19   A BASIC PERCENTAGE ACROSS THE DEPARTMENT. AND WHEN WE'RE  
20   DEVELOPING THE BUDGETS, WE TAKE THAT INTO CONSIDERATION.

21

22   **SUP. BURKE:** DO YOU USE A STANDARD PERCENTAGE AT ALL TIMES?

23

24   **SHEILA SHIMA:** FOR EACH DEPARTMENT, WE DO A DIFFERENT  
25   CALCULATION EACH TIME WE DEVELOP THE BUDGET BECAUSE IT WILL



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   DEPEND ON THE NUMBER OF AVERAGE VACANT POSITIONS THEY HAVE.

2   AND THAT'S HOW WE BASICALLY FUND THEM.

3

4   **SUP. BURKE:** I'M SORRY, YES.

5

6   **SUP. ANTONOVICH:** WHY ARE THERE NO REVENUES ATTACHED TO THE 170  
7   POSITIONS AT UCLA THAT ARE BUDGETED TO HARBOR UCLA?

8

9   **C.E.O. FUJIOKA:** ACTUALLY THERE IS REVENUE ASSOCIATED WITH  
10   THEM, BECAUSE THEY'RE GOING TO BE DOING WORK AT THE M.A.C. AND  
11   THEY'RE BASICALLY GOING TO BE ABLE TO GET CBRC REVENUE FOR  
12   THAT. AND WE GET ABOUT 24 CENTS ON THE DOLLAR FOR THESE  
13   EMPLOYEES.

14

15   **SUP. ANTONOVICH:** AND THE BUDGET TAKES INTO ACCOUNT THE BEDS  
16   FOR THE HARRIS RODEY BEDS?

17

18   **C.E.O. FUJIOKA:** YES, THEY DO.

19

20   **SUP. ANTONOVICH:** HAS THE STATE ISSUED NEW NUMBERS FOR THE  
21   MEDICAL REDESIGN AND HOW DOES THAT IMPACT YOUR DEPARTMENT'S  
22   FISCAL FORECAST?

23

24   **C.E.O. FUJIOKA:** WE DO EXPECT REVISED NUMBERS WITHIN THE NEXT 8  
25   TO 10 WEEKS. WE HOPE OUR -- USUALLY OUR NUMBERS ARE



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 CONSERVATIVE AND WE'RE HOPING THAT THIS WILL IMPROVE IT. BUT  
2 UNTIL WE GET THE NEW NUMBERS FROM THE STATE, WE WILL NOT KNOW  
3 FOR SURE.

4

5 **SUP. ANTONOVICH:** AND THEN THE STATUS OF CMS'S ELIMINATION OF  
6 MEDICAL PAYMENTS FOR INTERNS AND RESIDENTS THAT TRAIN THESE  
7 POSITIONS?

8

9 **C.E.O. FUJIOKA:** IT'S BEEN, BECAUSE OF THE MORATORIUM, IT'S  
10 BEEN FROZEN UNTIL MAY 26TH OF 2008. MAY 2008, AND THEY'RE  
11 WAITING TO DO ANOTHER MORATORIUM FOR ANOTHER YEAR. SO IT'S  
12 SOMETHING THAT NAPH AND CAPH ARE WORKING ON IN THE CONGRESS TO  
13 GET IT FOR ANOTHER YEAR, THE MORATORIUM.

14

15 **SUP. ANTONOVICH:** WHAT ARE THE ANTICIPATED COSTS FOR THE  
16 DEFICIT REDUCTION ACT CITIZENSHIP RULE?

17

18 **C.E.O. FUJIOKA:** I CAN GET BACK TO YOU ON THAT SUPERVISOR.

19

20 **SUP. ANTONOVICH:** AND HOW MUCH IS THE DEPARTMENT RECEIVING FROM  
21 THE MANAGED CARE RATE SUPPLEMENT?

22

23 **C.E.O. FUJIOKA:** WE JUST CAME TO AGREEMENT WITH CMS LAST  
24 FRIDAY. WE WILL HAVE IT FINALIZED ON NOVEMBER 10TH. AND WE'RE



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 ANTICIPATING GROSS PAYMENTS, WHICH INCLUDES THE  
2 INTERGOVERNMENTAL TRANSFER OF ABOUT \$74 MILLION.

3

4 **SUP. ANTONOVICH:** AND THEN WHAT'S THE STATUS BETWEEN HEALTH AND  
5 MENTAL HEALTH AND THE BILLING FOR EMERGENCY PSYCHIATRIC  
6 SERVICES FOR THE EMERGENCY ROOMS?

7

8 **SHEILA SHIMA:** WE'RE ACTUALLY CONTINUING TO WORK WITH THE  
9 DEPARTMENT ON THAT. IN FACT, WE HAD ON THE AGENDA TODAY WAS  
10 THE FIRST STEP OF THAT, THE URGENT CARE CENTER AT LAC-USC.  
11 WEVE ASKED TO HAVE THAT ITEM CONTINUED SO WE COULD HAVE  
12 CONTINUED DISCUSSIONS WITH THE UNIONS. BUT WE ANTICIPATE  
13 COMING BACK TO YOUR BOARD NEXT MONTH WITH OUR REPORT.

14

15 **SUP. ANTONOVICH:** SO THE PROBLEM ISN'T BETWEEN THE TWO  
16 DEPARTMENTS, IT'S BETWEEN THE LABOR ORGANIZATIONS?

17

18 **SHEILA SHIMA:** WELL IT ACTUALLY, TO A CERTAIN EXTENT, IS AT  
19 DIFFERENT LAYERS OF THE ORGANIZATION. AND I THINK PART OF IT,  
20 WHAT WE'RE HEARING FROM THE UNIONS, IS AT THE ACTUAL WORKING  
21 LEVEL, PERHAPS THERE IS NOT AS MUCH COMMUNICATION AS THERE  
22 NEEDS TO BE AND AS MUCH RECONCILIATION, I THINK, IN PROCESSES  
23 BETWEEN THE TWO DEPARTMENTS. AND THAT'S SOMETHING THAT WE ARE  
24 DISCUSSING WITH BOTH HEALTH AND MENTAL HEALTH.

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1    **SUP. ANTONOVICH:** . OR THE CIO INVOLVED IN THAT? OR SHOULD WE  
2    BRING EVERYBODY TOGETHER?

3

4    **SHEILA SHIMA:** ABSOLUTELY. IN FACT, I AM ACTUALLY THE LEAD IN  
5    THAT DISCUSSION.

6

7    **SUP. ANTONOVICH:** OKAY, THANK YOU. THOSE ARE MY QUESTIONS.

8

9    **SUP. BURKE:** OF THE 357, ARE ANY OF THOSE FOR NEW  
10    CLASSIFICATIONS?

11

12    **SHEILA SHIMA:** DO YOU MEAN IN THE BUDGET ITSELF? ALL OF THEM  
13    WERE ADDITIONAL CLASSIFICATIONS WITHIN THE HOSPITAL. I DON'T  
14    RECALL THAT ANY OF THE BUDGETED ITEMS WERE UNIQUE. I THINK AS  
15    LOOKING AT THE STAFFING THAT WAS ALREADY IN THE HOSPITAL IN  
16    ORDER TO DEVELOP THE ADDITIONAL BEDS, THEY HAD TO INCREASE THE  
17    NUMBER OF POSITIONS THERE, AT BOTH HARBOR AND AT UCLA.

18

19    **SUP. BURKE:** BUT THEY WERE EXISTING CLASSIFICATIONS OF  
20    POSITIONS, OR WERE THEY NEW? WERE SOME OF THEM NEW POSITIONS  
21    THAT WERE CLASSIFICATIONS THAT WERE CREATED?

22

23    **DR. BRUCE CHERNOF:** NO, THESE ARE ALL STANDARD CLASSIFICATIONS.

24



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1    **SUP. BURKE:** ALL RIGHT. NOW OF THOSE 357, ARE THEY ALL GOING TO  
2    HARBOR OR RANCHO? OR ARE SOME GOING TO OTHER HOSPITALS?

3

4    **SHEILA SHIMA:** THEY'RE ALL AT HARBOR AND AT RANCHO. ONE OF THE  
5    ATTACHMENTS TO OUR MEMO, THE ITEM 52 MEMO, DOES ACTUALLY BREAK  
6    DOWN THE 357 POSITIONS BY FACILITY. AND AT HARBOR UCLA, IT  
7    ACTUALLY DIVIDES THE POSITIONS UP BETWEEN THE INITIAL 20 BEDS  
8    AND THE ADDITIONAL 25 BEDS.

9

10   **SUP. BURKE:** WHEN WILL WE GET SOME IDEA OF THE NUMBER OF  
11   REGISTRY THAT IS REDUCED BY THE TRANSFERS?

12

13   **C.E.O. FUJIOKA:** IT USUALLY TAKES US ABOUT A MONTH TO A MONTH  
14   AND A HALF TO BE ABLE TO GET THE REPORTS, BECAUSE WE HAVE TO  
15   SUMMARIZE THEM. SO HOPEFULLY WITHIN THE NEXT FOUR TO SIX WEEKS  
16   WE'LL BE ABLE TO HAVE A REPORT BY HOSPITAL SHOWING THE  
17   REDUCTIONS.

18

19   **SUP. BURKE:** AND WE'LL BE ABLE TO SEE THE NUMBER OF REDUCTIONS?

20

21   **C.E.O. FUJIOKA:** YES.

22

23   **SUP. BURKE:** ALL RIGHT. DID ANYONE ELSE HAVE ANY OTHER  
24   QUESTIONS? OTHER QUESTIONS?

25





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1    **SUP. MOLINA:** YES.

2

3    **SUP. ANTONOVICH:** MOVE THIS RECEIVED IN FILE.

4

5    **SUP. BURKE:** I THINK THERE IS OTHER QUESTIONS.

6

7    **SUP. MOLINA:** YES, THERE ARE OTHER QUESTIONS. FIRST OF ALL, DR.  
8    CHERNOF, I'VE GOT TO TELL YOU THAT I AM VERY TROUBLED WITH  
9    THIS OVERALL BUDGET. NUMBER ONE, LACK OF INFORMATION. I THINK  
10   AS OF THIS MORNING, WE GOT ONE LAST PIECE OF INFORMATION. AND  
11   I DIDN'T LIKE THAT MY STAFF HAD TO COME IN THIS WEEKEND IN  
12   ORDER TO GO THROUGH THE INFORMATION THEY RECEIVED ON SATURDAY.  
13   I THINK THAT HAS TO STOP. I THINK THAT THIS BUDGET ISSUE IS  
14   SIGNIFICANTLY IMPORTANT. AND IF YOU NEED TO HIRE SOME PEOPLE  
15   TO HELP YOU ANSWER THE QUESTIONS, THEN YOU'VE GOT TO DO SO,  
16   ALTHOUGH I THINK YOU HAVE AN ABUNDANCE OF PEOPLE. BUT THERE  
17   STILL DOESN'T SEEM TO BE A CLEAR UNDERSTANDING OF THE  
18   RESPONSIBILITY TO THIS BOARD. WE NEED TO HAVE THE FACTS, THE  
19   INFORMATION, THE DATA IN ORDER TO MAKE THESE DECISIONS. THIS  
20   DEPARTMENT, BESIDES ITS PROBLEMS WITH MARTIN LUTHER KING, IS  
21   IN A HUGE FISCAL PROBLEM AND HAS BEEN FOR AS LONG AS I'VE BEEN  
22   HERE. AND EVERY SINGLE YEAR WE'RE TRYING TO SORT OUT WHERE  
23   WE'RE GOING FINANCIALLY. AND OF COURSE WE'RE GOING TO BE HIT  
24   FROM EVERY ANGLE ON THIS IN ESCALATING COSTS AND SO ON. BUT IT  
25   DOESN'T HELP US ANY WHEN WE CAN'T GET THE BASIC INFORMATION TO



The Meeting Transcript of  
The Los Angeles County Board of Supervisors

1 MAKE BASIC DECISIONS. NOW, I'M PUTTING IN A MOTION AND I'M  
2 GOING TO READ IT IN A FEW MINUTES THAT'S GOING TO FREEZE ALL  
3 OF THIS. THE REASON IT SHOULD FREEZE ALL OF THESE POSITIONS IS  
4 BECAUSE WE DON'T KNOW WHAT YOU'RE DOING. AND EVERY TIME WE ASK  
5 QUESTIONS, WE GET ANSWERS THAT ARE NOT MAKING IT ANY CLEARER.  
6 AND SO I HOPE THAT THE BOARD WILL SUPPORT THAT WE PUT IN A  
7 MOTION TO FREEZE THESE POSITIONS UNTIL WE HAVE A CLEAR  
8 UNDERSTANDING AND A PLAN. NOW, EVEN THIS MORNING'S  
9 INFORMATION, AND I WAS JUST TALKING TO DON ABOUT SOME OF THESE  
10 THINGS, IS AN UNDERSTANDING OF THESE POSITIONS. YOU WANT US TO  
11 FUND 357 POSITIONS. WE'VE BEEN ASKING QUESTIONS FOR WEEKS ON  
12 THIS TRYING TO GET AN UNDERSTANDING. IT IS ALWAYS UNCLEAR. BUT  
13 THE MOST PART, EVEN THIS MORNING'S INFORMATION, WE HAVE FUNDED  
14 THE DEPARTMENT FOR 21,403 POSITIONS. YOU HAVE ORDINANCE  
15 POSITIONS OF OVER 26,000. YOU HAVE NOW FILLED 18,000 OF THE  
16 21,000 JOBS. YOU HAVE 3,374 FUNDED VACANCIES.

17

18 **SUP. KNABE:** I HOPE SHE'S RIGHT, BUT THEY'RE NOT ALL FUNDED.

19

20 **SUP. MOLINA:** THEIR OWN INFORMATION.

21

22 **SUP. KNABE:** THEY'RE NOT ALL FUNDED, IS THAT CORRECT?

23

24 **SUP. MOLINA:** YES, THEY ARE.

25



The Meeting Transcript of  
The Los Angeles County Board of Supervisors

1   **SHEILA SHIMA:** NO, THEY'RE NOT ALL FUNDED TO THE EXTENT WE WENT  
2   THROUGH --

3

4   **SUP. MOLINA:** WHY DID THEY GIVE ME INFORMATION THAT IT'S  
5   FUNDED?

6

7   **SHEILA SHIMA:** BECAUSE IT'S THE LISTING ACTUALLY SHOWS THE  
8   NUMBER OF BUDGETED POSITIONS, BUT THE MONEY ACTUALLY IN THEIR  
9   BUDGET HAS BEEN ADJUSTED FOR A SALARY SAVINGS PERCENTAGE. SO  
10   IF THE DEPARTMENT WERE ACTUALLY TO FILL AT ANY GIVEN TIME ALL  
11   OF THOSE POSITIONS, THEY WOULD BE OVER BUDGET.

12

13   **SUP. MOLINA:** ALL RIGHT. SO THEN, WHAT IS IT FUNDED FOR? WHAT'S  
14   THE NUMBER? IT'S NOT ON HERE?

15

16   **SHEILA SHIMA:** JUST AS AN EXAMPLE, IF YOU WERE TO LOOK AT THE,  
17   AND I THINK THIS WAS SHARED WITH ALL OF YOUR OFFICES, IF YOU  
18   LOOK AT THE COLUMN THERE THAT SHOWS A VACANCY PERCENTAGE. THAT  
19   PROBABLY GIVES YOU A ROUGH IDEA OF AT LEAST ONE COMPONENT, THE  
20   LARGEST COMPONENT OF THE SALARY SAVINGS ADJUSTMENT WE MAKE IN  
21   THE BUDGET.

22

23   **SUP. MOLINA:** I THINK THAT INFORMATION NEEDS TO BE CLEARER.  
24   BECAUSE WHEN YOU ASK "BUDGETED POSITIONS," A BUDGETED POSITION  
25   MEANS IT'S IN THE BUDGET. IF IT MEANS SOME OF IT MAY NOT BE,



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 SOME OF IT MAY NOT BE, THEN DON'T GIVE US THAT INFORMATION.  
2 WHY NOT GIVE US THE BUDGETED POSITIONS? BECAUSE THE QUESTION  
3 WE'RE ASKING HERE IS: DOES THIS DEPARTMENT NEED MORE BUDGETED  
4 POSITIONS? OUR ASSUMPTION IS THAT IN THIS YEAR'S BUDGET ALONE,  
5 WITH THE CLOSING OF MARTIN LUTHER KING, THE TRANSFERRING OF  
6 THE NUMEROUS NUMBER OF EMPLOYEES THAT WERE WELL OVER 2,000  
7 INOT UNFILLED POSITIONS WITHIN THE OTHER DEPARTMENTS, THAT YOU  
8 DO NOT NEED, YOU DO NOT NEED ONE MORE MORE BUDGETED POSITION.  
9 THAT'S MY ASSUMPTION. I DON'T THINK I'M INCORRECT. I THINK  
10 THAT'S THE POSITION THAT SUPERVISOR ANTONOVICH IS TAKING.  
11 WE'RE TRYING TO UNDERSTAND WHY. THE SAME POSITION THAT, DON IS  
12 TRYING TO UNDERSTAND, WHY DO WE NEED TO FUND ADDITIONAL  
13 POSITIONS WHEN THE INFORMATION WE ARE GETTING TELLS US THAT  
14 YOU HAVE VACANCIES THAT ARE BUDGETED? SO IF YOU GUYS WANT US  
15 TO GET SUPPORT, THEN WE NEED THE ANSWER TO THE QUESTION. YOU  
16 DON'T NEED TO HIDE IT. "WELL YOU HAVE TO LOOK AT THE  
17 PERCENTAGE OF-- NOT SO MANY OF THAT. ". WHY DON'T YOU JUST  
18 TELL US, NO THEY'RE NOT FUNDED FOR THESE POSITIONS?

19

20 **C.E.O. FUJIOKA:** THIS SITUATION IS NOT UNIQUE TO DHS. WHENEVER  
21 WE PUT TOGETHER A BUDGET, IT'S NOT UNUSUAL FOR US TO IDENTIFY  
22 FIRST THE NUMBER OF POSITIONS, FIRST THE ORDINANCE  
23 AUTHORITIES, THEN THOSE THAT ARE BUDGETED WITH MONEY TO  
24 SUPPORT THOSE POSITIONS. BUT IN ALSO LOOKING AT THAT, WE HAVE  
25 TO DETERMINE THE NUMBER OF FOLKS WHO ARE NOT ON FIFTH STEP,



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 THE VACANCY FACTORS, HOW LONG IT WOULD TAKE TO FILL SOME OF  
2 THOSE POSITIONS. AT THAT POINT WE WILL THEN AGREE ON AND  
3 RECOMMEND A SALARY SAVINGS FACTOR THAT'S UNIQUE FOR EACH  
4 DEPARTMENT. BECAUSE EACH DEPARTMENT HAS DIFFERENT, HOW SHOULD  
5 I PUT IT, DIFFERENT CHALLENGES WITH FILLING THEIR POSITIONS.  
6 FOR SOME DEPARTMENTS, YOU GET A SMALLER DEPARTMENT, THEY'LL  
7 HAVE MOST OF THE POSITIONS ARE FILLED SO IT'S UNLIKELY TO HAVE  
8 A HIGH VACANCY FACTOR. AND ALSO MOST OF THE POSITIONS WILL BE  
9 ON FIFTH STEP. IN THIS DEPARTMENT, THEY HAVE A NUMBER OF  
10 CHALLENGES AND THEY HAVE STAFF WHO ARE NOT ALL AT THE FIFTH  
11 STEP. IF WE WERE TO FUND EVERY SINGLE BUDGETED POSITION IN A  
12 DEPARTMENT, WE WOULD HAVE SIGNIFICANT MONEY JUST SITTING IN  
13 THAT DEPARTMENT NOT BEING USED. SO THAT IS A VERY -- IT'S A  
14 STANDARD BUDGETING TECHNIQUE THAT'S APPLIED ACROSS THE ENTIRE  
15 COUNTY. YOU'RE RIGHT WHEN WE LOOK AT THE POSITIONS THAT ARE  
16 BEING RECOMMENDED TODAY. AND WE DO NEED TO RECONCILE THOSE.  
17 AND WE'RE WORKING WITH THE DEPARTMENT NOW, BECAUSE I ALSO HAVE  
18 THE SAME FEELING THAT WE SHOULD BE MOVING PEOPLE TO JUST THE  
19 VACANT BUDGETED POSITIONS AT THE OTHER HEALTH FACILITIES.  
20 HOWEVER, YOU HAVE THE FACILITIES ALSO SAYING THEY NEED THOSE  
21 POSITIONS TO MAINTAIN THEIR WORKLOAD AND ACHIEVE THEIR  
22 PRODUCTIVITY STANDARDS. AND SO THERE'S A BALANCE WE'RE TRYING  
23 TO STRIKE BETWEEN WHAT POSITIONS WE TAKE FROM KING AND MOVE TO  
24 VARIOUS DEPARTMENTS, AND WHAT POSITIONS SHOULD THOSE



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 DEPARTMENTS KEEP VACANT TO MEET THEIR OWN NEEDS, VERSUS USING  
2 THE POSITIONS TO TAKE SOME OF THE KING TRANSFERS.

3

4 **SUP. MOLINA:** BILL, THAT'S GREAT THAT YOU UNDERSTAND IT. BUT  
5 YOU KNOW THERE IS NO ONE ELSE IN THIS ROOM THAT UNDERSTANDS  
6 WHAT YOU JUST SAID. OTHER THAN MAYBE, YOU KNOW -- LET ME TELL  
7 YOU WHY. BECAUSE IT'S BASIC MATH, OKAY? THIS IS A DEPARTMENT  
8 THAT'S IN A HUGE DEFICIT. IT'S GOT MAJOR PROBLEMS.

9

10 **C.E.O. FUJIOKA:** I'M NOT DISAGREEING WITH THAT.

11

12 **SUP. MOLINA:** IT IS COMING IN AND ASKING FOR MORE POSITIONS.  
13 WE'VE BEEN ASKING FOR WEEKS TO GET JUSTIFICATION.  
14 JUSTIFICATION SHOULD BE SIMPLE. IT SHOULDN'T BE THAT  
15 COMPLICATED. WE KEEP ASKING THE SAME QUESTION: WHY? SIMPLICITY  
16 OF IT IS: THEY WANT 21 NEW POSITIONS FOR PHYSICIAN  
17 SPECIALISTS. 21 NEW POSITIONS. YET WHEN WE CLOSED KING, 66  
18 PHYSICIAN-SPECIALISTS WENT SOMEWHERE ELSE. THE MATH DOESN'T  
19 ADD UP. IT SHOULDN'T BE COMPLICATED. BUT I DO KNOW, AND I GET  
20 NERVOUS WHEN SOME OF THIS IS GOING ON. AND IT MAY BE VERY,  
21 VERY COMPLICATED. MY DAUGHTER DOES THAT ALL THE TIME WITH HER  
22 ALLOWANCE, "I NEED MORE." AND I'LL SAY "WAIT A MINUTE, I GIVE  
23 YOU PLENTY." "YEAH, BUT I NEED MORE, MOM, BECAUSE I NEED ALL  
24 THIS OTHER STUFF." AND YET I ASK HER TO JUSTIFY IT TAKES HER A  
25 HECK OF A LONG TIME TO COME UP WITH IT. SHE ALWAYS NEEDS MORE.





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 BUT I THINK IT'S REAL SIMPLE MATH. AND I DON'T THINK IT NEEDS  
2 TO BE-- I UNDERSTAND THIS DEPARTMENT. I'VE NEVER FIGURED OUT  
3 THE BUDGET. I SPENT, SINCE I'VE BEEN HERE IN '91, FOREVER  
4 TRYING TO UNDERSTAND THIS BUDGET. IT IS THE MOST COMPLICATED  
5 ONE THERE IS. BUT I AM CONCERNED, WHEN YOU HAVE A DEPARTMENT  
6 COMING IN FOR MORE POSITIONS, WE DID NOT FIRE ONE PERSON.  
7 THERE WAS NO ELIMINATION OF PERSONNEL FROM MLK BECAUSE WE  
8 CLOSED IT DOWN. ALL OF THOSE PEOPLE FILTERED INTO OUR SYSTEM.  
9 WE HAD "BUDGETED" POSITIONS, FINANCE POSITIONS, PAID FOR  
10 POSITIONS THAT THEY JUST SUNK INTO THOSE THINGS. 2,000. 2,000  
11 FOLKS. NOW WE'RE STILL SHOWING 3,000 VACANCIES OF THE BUDGETED  
12 POSITIONS. I UNDERSTAND THERE ARE SALARY SAVINGS, BUT I'M NOT  
13 GOING TO PUT IN 300 AND SOME ODD POSITIONS FOR A DEPARTMENT  
14 THAT CAN'T SIMPLY EXPLAIN IT. AND IT IS NOT SIMPLY EXPLAINED.  
15 AND IT'S GOT TO BE. BECAUSE WE ARE ON A DOWNWARD SPIRAL IN  
16 THIS DEPARTMENT. AND I'M TRYING TO UNDERSTAND ALL ASPECTS OF  
17 THIS BUDGET OVERALL. I HAVE A MOTION, I THINK WE SHOULD FREEZE  
18 IT. I MEAN I'M ASKING: WHERE'S THE MITIGATION STUFF? THERE'S  
19 SUPPOSED TO BE MITIGATING. WE'RE SUPPOSED TO HAVE A COMMITTEE  
20 OF THE WHOLE WHERE YOU COME IN AND PRESENT MITIGATIONS. I GOT  
21 THE LIST OF MITIGATIONS WITH NO MONEY ON IT. NOT A NICKEL. AND  
22 I'D LIKE TO FIGURE OUT SOMEBODY TO TELL ME WHAT THIS IS WORTH.  
23 WHAT IS THIS MITIGATION BUDGET WORTH RIGHT NOW? THIS PLAN?  
24



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 **C.E.O. FUJIOKA:** SUPERVISOR, WE ARE WORKING RIGHT NOW WITH OUR  
2 HOSPITALS. THEY'RE BASICALLY FINALIZING SOME OF THE--.

3

4 **SUP. MOLINA:** HOW MUCH IS IT WORTH? 2 MILLION? 26 MILLION? 354  
5 MILLION? THERE ISN'T 12 MILLION IN SAVINGS IN HERE.

6

7 **C.E.O. FUJIOKA:** SUPERVISOR, IF YOU GO THROUGH THE LIST, LIKE  
8 SOME OF THEM ARE, WE HAVE TO PRIORITIZE THE SERVICES THAT WE  
9 WERE DOING. SO OUR GOAL IS TO USE THIS LIST TO GO THROUGH AND  
10 ACTUALLY SUBMIT A BALANCED BUDGET FOR '08/'09.

11

12 **SUP. BURKE:** SUPERVISOR KNABE?

13

14 **SUP. KNABE:** I'M IN COMPLETE AGREEMENT WITH SUPERVISOR MOLINA.  
15 WE HAVE TO SIMPLIFY THIS PROCESS. IF YOU HAVE A GAP BETWEEN  
16 18,000 POSITIONS AND 21,000 POSITIONS AND 26,000 POSITIONS,  
17 THAT GAP SHOULD BE IDENTIFIED. WHAT IS FUNDED AND WHAT IS NOT?

18

19 **C.E.O. FUJIOKA:** YOU'RE RIGHT.

20

21 **SUP. KNABE:** WE NEED TO KNOW THAT. YOU SHOULDN'T HAVE TO SAY  
22 THAT YOU HAVE TO GET BACK TO US ON THAT. YOU SHOULD BE ABLE TO  
23 PRESS A BUTTON ON THAT. THE OTHER ISSUE THAT I HAVE THOUGH IS  
24 THE FACT THAT AS YOU TRANSFER THESE FOLKS OR YOU PUT THEM INTO  
25 "BUDGETED" POSITIONS, THEN WE ALSO HAVE THE PRODUCTIVITY



The Meeting Transcript of  
The Los Angeles County Board of Supervisors

1 ISSUE. THOSE ONLY WORK IF THERE ARE BEDS AVAILABLE. I MEAN IF  
2 THEY ARE NOT BEDS, THEN YOU HAVE A PRODUCTIVITY ISSUE, YOU  
3 HAVE TOO MANY PEOPLE ON SITE OR WHATEVER IT MAY BE. SO THAT'S  
4 THE OTHER PIECE OF THIS THAT HAS TO BE SORT OF EXPLAINED TO US  
5 OF WHERE WE'RE AT. I THINK OUR INTENT IS TO BE COOPERATIVE.  
6 BUT IT IS EXTREMELY CONFUSING. SUPERVISOR MOLINA AND I WERE  
7 SITTING UP HERE DISAGREEING AND WE'RE SORT OF BOTH RIGHT.  
8 BECAUSE WE JUST DON'T KNOW HOW ALL THE NUMBERS JIVE. THAT  
9 SHOULD BE BROKEN OUT. I MEAN IT CONTINUES TO BE THE SAME  
10 QUESTION, SO THESE ARE NOT NEW QUESTIONS.

11

12 **SUP. BURKE:** IT SHOULD NOT BE VERY DIFFICULT TO MATCH THE  
13 QUALIFIED MLK EMPLOYEES TO THE NEW POSITIONS AT HARBOR. MY  
14 QUESTION IS: HOW LONG IS IT GOING TO TAKE FOR YOU TO DO THAT?  
15 NOW, YOU ASKED TO FREEZE ALL OF THOSE POSITIONS. THERE ARE A  
16 COUPLE OF THINGS THAT HAVE BEEN BOTHERING ME THAT I'VE BEEN  
17 CONCERNED ABOUT IS, FIRST OF ALL, GETTING URGENT CARE HOURS  
18 EXTENDED AT HARBOR. BECAUSE PEOPLE ARE WAITING THERE FOR 18  
19 HOURS IN THE EMERGENCY ROOM. AND SO I WANT TO DO -- I DON'T  
20 WANT TO PREVENT THAT URGENT CARE FROM HAVING ADDITIONAL HOURS.  
21 AT THE SAME TIME, I APPRECIATE WHAT YOU'RE SAYING, THAT WE  
22 SHOULD KNOW THIS INFORMATION. SO HOW FAST CAN WE GET THE  
23 INFORMATION OF THE CHART OF THOSE MLK POSITIONS, WHERE THEY  
24 WENT, WHICH IS ALL IT REALLY TAKES, AND ALSO THE POSITIONS  
25 YOU'RE ANTICIPATING FROM THESE 357.



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1

2 **SUP. KNABE:** AND ALSO ALL THE POSITIONS THAT, I MEAN --

3

4 **SUP. BURKE:** AND ALSO THE NUMBER OF -- BECAUSE EVERY TIME THE  
5 ANSWER I GET IS THAT THEY'RE REDUCING THE NUMBER OF CONTRACT  
6 PEOPLE AND REGISTRY WHEN WE INCLUDE THESE PEOPLE. BUT THAT'S  
7 SOMETHING WE NEED TO HAVE. NOW YOU TELL ME IT TAKES 30 DAYS TO  
8 GET THAT REDUCTION.

9

10 **SUP. KNABE:** BUT ALL THE POSITIONS THAT ARE ON THE PAYROLL BUT  
11 YET MAYBE THEY'RE NOT WORKING. WE NEED TO KNOW THAT.

12

13 **SUP. BURKE:** WELL, SOME OF THE POSITIONS THAT ARE ON THE  
14 PAYROLL, AS I UNDERSTAND IT, ARE BEING FILLED BY REGISTRY  
15 PEOPLE, OR CONTRACT PEOPLE, RATHER THAN PEOPLE THAT WE  
16 ACTUALLY PAYING. IT AN FTE, BUT IT'S NOT ONE THAT IS A  
17 PERMANENT EMPLOYEE. IT'S A CONTRACT PERSON. IS THAT CORRECT?  
18 IS THAT WHAT YOUR POSITION -- THAT'S WHAT I WAS TOLD.

19

20 **SUP. KNABE:** I MEAN IF THEY HAVEN'T PASSED THE TEST, I MEAN,  
21 THEY'RE STILL GETTING PAID.

22

23 **DR. BRUCE CHERNOF:** SUPERVISORS, THE INDIVIDUALS WHO WERE  
24 MOVED, WERE MOVED INTO POSITIONS WHERE THERE WAS A SERVICE  
25 NEED. WE WORK WITH THE C.E.O. STAFF IN THOSE CIRCUMSTANCES.



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 AND THERE NOT A LARGE NUMBER, BUT A SMALL NUMBER OF PEOPLE  
2 WHO WERE MOVED TO OTHER DEPARTMENTS IN SOME CIRCUMSTANCES  
3 WHERE WE COULDN'T DOCUMENT A SERVICE NEED. IN GENERAL, THE  
4 CLINICAL PEOPLE THAT WERE MOVED WERE MOVED INTO POSITIONS  
5 WHERE WE WERE USING REGISTRY STAFF. OUR REGISTRY BURN IN THE  
6 DEPARTMENT IS, ALLAN, YOU CAN HELP ME HERE, APPROXIMATELY  
7 SOMEWHERE BETWEEN -- HOW MUCH DO WE SPEND A YEAR IN REGISTRY,  
8 PLEASE? WE SPEND \$90 MILLION A YEAR ALONE, APPROXIMATELY IN  
9 OUR NURSING REGISTRY.

10

11 **SUP. BURKE:** BUT YOU KNOW AT HARBOR, THEY DID NOT USE A LOT OF  
12 REGISTRY BECAUSE SHE HAD FLEX TIME. AND AS A RESULT, SHE  
13 DIDN'T HAVE TO USE REGISTRY.

14

15 **DR. BRUCE CHERNOF:** SUPERVISOR, WE TRIED TO GET SIMILAR KIND OF  
16 RELIEF ITEMS AT OUR OTHER FACILITIES AND HAVE NOT BEEN ABLE TO  
17 ACCOMPLISH THAT FOR A NUMBER OF REASONS.

18

19 **SUP. BURKE:** BUT THESE ARE FOR HARBOR AND RANCHO.

20

21 **DR. BRUCE CHERNOF:** EVEN AT HARBOR WE HAVE BEEN USING REGISTRY  
22 IN RECENT TIME.

23

24 **SUP. BURKE:** RECENTLY, BUT NOT VERY MANY.

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1    **DR. BRUCE CHERNOF:** NO, NOT AS MANY AT THE OTHER HOSPITALS.  
2    ABSOLUTELY RIGHT, SUPERVISOR. BUT AT THE END OF THE DAY THE  
3    NURSING INDIVIDUALS THAT WERE MOVED WERE MOVED INTO POSITIONS  
4    WHERE WE WERE USING REGISTRY STAFF. WE'RE SPENDING 90, \$100  
5    MILLION A YEAR IN REGISTRY. SO WHEN YOU MOVE A NURSING  
6    POSITION FROM ONE HOSPITAL TO ANOTHER, THEY'RE FILLING A  
7    POSITION WHERE WE'RE USING REGISTRY CURRENTLY. SO YOU ARE ALL -  
8    - WE UNDERSTAND THE REQUEST. THERE'S A NUMBER OF QUESTIONS  
9    THAT ARE ON THE TABLE. SUPERVISOR BURKE, YOU ASKED HOW LONG  
10    WOULD IT TAKE TO GET AN ANSWER?

11

12    **SUP. BURKE:** YES.

13

14    **DR. BRUCE CHERNOF:** I WANT TO MAKE SURE THAT WE GIVE YOU A  
15    CORRECT ANSWER BASED ON THE EXACT QUESTIONS WE NEED TO ANSWER.

16

17    **SUP. BURKE:** BUT SEE, THERE MUST BE A LIST OF ALL THOSE PEOPLE  
18    WHO WERE AT KING, WHERE THEY WENT. AND WHAT POSITIONS THEY  
19    TOOK.

20

21    **DR. BRUCE CHERNOF:** YES, SUPERVISOR.

22

23    **SUP. BURKE:** AND THAT SEEMS TO ME SOMETHING YOU CAN GET. THERE  
24    HAS TO BE COMPUTER USED FOR SOME OF THIS.

25





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **SUP. KNABE:** AND THOSE THAT HAVE NOT MOVED BUT ARE STILL  
2   RECEIVING COUNTY PAYCHECKS.

3

4   **SUP. ANTONOVICH:** AND HOW LONG THEY WILL BE IN THAT POSITION?

5

6   **DR. BRUCE CHERNOF:** WE CAN PROVIDE AN UPDATED LIST BY NEXT  
7   WEEK'S BOARD MEETING ON THAT ISSUE, SUPERVISOR BURKE.

8

9   **SUP. BURKE:** WELL SHE SAYS SHE ALREADY HAS THAT.

10

11   **SUP. MOLINA:** WE HAVE IT.

12

13   **DR. BRUCE CHERNOF:** BUT I'D BE GLAD TO PROVIDE A SUMMARY REPORT  
14   IF THAT'S HELPFUL, I'D BE GLAD TO DO THAT.

15

16   **SUP. MOLINA:** DR. CHERNOF, UNDERSTAND WHAT YOU'RE ASKING OF US.  
17   YOU'RE ASKING US TO APPROVE A BUDGET THAT WE DON'T UNDERSTAND.  
18   WE'RE NOT TOTALLY DEFICIENT IN OUR CAPABILITY. AND WE'VE BEEN  
19   ASKING THESE QUESTIONS. I JUST THINK THAT THERE'S AN ATTITUDE  
20   THAT'S GOING ON WITH THE DEPARTMENT ABOUT GIVING US  
21   INFORMATION. AND IT'S SO LATE.

22

23   **DR. BRUCE CHERNOF:** SUPERVISOR, IF WE'VE CREATED THAT  
24   PERCEPTION, THEN I OWE EACH OF YOU AN APOLOGY, BECAUSE THAT IS  
25   NOT THE DEPARTMENT'S GOAL.



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1

2 **SUP. MOLINA:** THEN WHY AM I GETTING INFORMATION ON WEEKENDS?

3

4 **DR. BRUCE CHERNOF:** SUPERVISOR, WE'VE BEEN STRIVING TO ANSWER  
5 THE QUESTIONS AS WE'VE GOTTEN THEM. WE WORK CLOSELY WITH THE  
6 C.E.O. STAFF. AS YOU POINTED OUT, THIS IS A VERY COMPLICATED  
7 BUDGET. AND THERE ARE QUESTIONS THAT ARE SOMETIMES DIFFICULT  
8 TO ANSWER HERE, EVEN THOUGH THE QUESTIONS SEEM VERY  
9 STRAIGHTFORWARD. AS TO WHY YOU GOT INFORMATION ON THE WEEKEND,  
10 THAT WAS, I IMAGINE, THE SOONEST WE COULD PROVIDE IT TO YOU.  
11 BUT THAT'S NOT ACCEPTABLE, I HEAR YOU. AND WE WILL WORK TO  
12 PROVIDE INFORMATION MORE TIMELY.

13

14 **SUP. MOLINA:** WELL ONLY BECAUSE -- AND I GUESS WE JUST DON'T  
15 UNDERSTAND THE SEVERITY OF IT -- IS THAT THIS IS A HUGE  
16 DEFICIT.

17

18 **DR. BRUCE CHERNOF:** YES, IT IS, SUPERVISOR.

19

20 **SUP. MOLINA:** AND IT MAKES NO SENSE TO GIVE YOU ONE NICKEL  
21 MORE, ONE NICKEL MORE FOR A BUDGET THAT -- I MEAN, EVERY TIME  
22 WE ASK QUESTIONS, IT'S MORE OBVIOUS AS TO WHY WE SHOULDN'T BE  
23 PROVIDING ANY MORE DOLLARS, BECAUSE IT'S JUST, YOU HAVE AN  
24 ABUNDANCE OF POSITIONS THERE. AN ABUNDANCE. I MEAN, THE 2,000  
25 PEOPLE, THINK ABOUT IT, THE 2,000 PEOPLE THAT WERE TRANSFERRED



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 INTO THESE POSITIONS, I MEAN WE WERE HEARING FROM ALL OF YOU  
2 OR RANCHO AND THEY WEREN'T HOWLING AND SAYING "OH MY GOD, WE  
3 CAN'T TAKE CARE OF ONE MORE PATIENT BECAUSE WE NEED 3,000 MORE  
4 PEOPLE OR 30 MORE PEOPLE," THEY WENT INTO THE SYSTEM, 2,000  
5 PLUS. AND I DON'T KNOW WHY THOSE 2,000 DON'T FIT IN THESE 300  
6 SLOTS. DO YOU UNDERSTAND HOW IT JUST DOESN'T MAKE SENSE? IT'S  
7 JUST SOME BASIC ISSUES. SO IT'S HARD FOR ME, AND SO WE HAVE TO  
8 ASK THE QUESTIONS. I KNOW THAT I'VE BEEN IN YOUR SEAT. I SAID  
9 I'VE GOT TO GO TO THE BOARD AND ASK THEM FOR 300 PLUS  
10 POSITIONS. YEAH, WE JUST GOT 2,000 THAT WE ABSORBED IN OUR  
11 SYSTEM. YES, WE DID CLOSE SO MANY BEDS. YES, WE DID ALL OF  
12 THESE THINGS. BOY, I'M GOING TO HAVE TO WORK HARD TO JUSTIFY  
13 IT. BUT SOMEHOW YOU ALL DON'T THINK THAT YOU NEED TO JUSTIFY  
14 IT BEFORE US, THAT WE SHOULDN'T ASK THESE QUESTIONS.

15

16 **CATHY O'BRIAN:** SUPERVISOR MOLINA, MY NAME IS CATHY O'BRIAN,  
17 AND MY JOB WAS TO TRANSFER THE KING EMPLOYEES TO THE OTHER  
18 FACILITIES. AND THAT'S WHAT I'VE BEEN DOING FOR THE LAST SIX  
19 WEEKS. WHAT WE DID WITH THE EMPLOYEES IS WE MATCHED THE  
20 EMPLOYEE'S SPECIALTY SKILLS.

21

22 **SUP. MOLINA:** I KNOW. BUT NOBODY NEEDED THEM.

23

24 **CATHY O'BRIAN:** THERE WERE VACANCIES IN OTHER AREAS.

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1    **SUP. MOLINA:** I KNOW. BUT THEY DIDN'T NEED THEM.

2

3    **CATHY O'BRIAN:** THEY DIDN'T NEED THE SPECIALTY SKILLS?

4

5    **SUP. MOLINA:** NO. BECAUSE I DIDN'T HEAR FROM L.A. COUNTY USC. I  
6    DIDN'T HEAR FROM OLIVE VIEW THAT THEY DESPERATELY NEEDED THESE  
7    POSITIONS.

8

9    **DR. BRUCE CHERNOF:** THAT'S BECAUSE WE PROVIDE ALTERNATIVES,  
10    SUPERVISOR. WE PROVIDE ALTERNATIVES. WE PROVIDE REGISTRIES IN  
11    OTHER SOURCES OF ACCESSING TEMPORARY CLINICAL STAFF.

12

13    **SUP. MOLINA:** I UNDERSTAND. SO IT SHOULD HAVE CREATED SAVINGS.  
14    AND THAT'S THE NUMBER WE CAN'T GET. RIGHT? YOU HIRE. YOU TAKE  
15    SO MANY PEOPLE AND YOU PUT 24 OVER HERE. YOU TAKE THEM OFF OF  
16    REGISTRY, QUOTE "SAVINGS." WE ASKED THAT QUESTION. WE'RE  
17    TRYING TO GET THE NUMBER. IT GOES FROM IT LOOKS LIKE -- WELL,  
18    THAT'S FOR THE 357. SEE, THESE ARE THE BASIC THINGS WE'RE  
19    ASKING. I AGREE WITH YOU. YOU KNOW, THEY WERE VACANT  
20    POSITIONS. THEY WERE IN THE PROCESS OF LOOKING. WE HELPED  
21    THEM. HERE'S THE PERSON. OKAY, SO THAT'S GOOD. BUT WE CAN'T  
22    GET A SAVINGS NUMBER. IT SHOULD BE A SAVINGS NUMBER.

23

24    **C.E.O. FUJIOKA:** YOU'RE RIGHT. ESPECIALLY ON THE REGISTRY, AND  
25    THAT'S WHAT ALLAN MENTIONED.



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1

2 **SUP. BURKE:** THE REGISTRY IS THE SAVINGS NUMBER.

3

4 **C.E.O. FUJIOKA:** THERE HAS TO BE A REGISTRY ON THAT.

5

6 **SUP. BURKE:** NO, WE DON'T HAVE IT. HE SAYS IT'S GOING TO TAKE  
7 30 DAYS TO GET THE REGISTRY NUMBER THAT IS DECLINING FOR EACH  
8 FACILITY.

9

10 **DR. BRUCE CHERNOF:** ALLAN, CAN WE DO A PROJECTION? THAT'S WHEN  
11 WE'LL HAVE AN ACTUAL OUTCOME MEASURE. BUT CAN WE DO A  
12 PROJECTION?

13

14 **SUP. BURKE:** YOU CAN DO AN ESTIMATE.

15

16 **C.E.O. FUJIOKA:** WE'LL DO AN ESTIMATE BACK TO YOU NEXT WEEK.

17

18 **SUP. BURKE:** DO AN ESTIMATE AND GET IT IN 24 HOURS, RIGHT?

19

20 **C.E.O. FUJIOKA:** WE'LL HAVE TO CALL THE FACILITIES. THEY MAY  
21 HAVE TO DO SOME SUMMARIZATIONS.

22

23 **SUP. BURKE:** I DIDN'T GET YOUR NAME BECAUSE I COULDN'T HEAR IT.  
24 12 NURSES.

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1    **SUP. MOLINA:** 12 NURSES GO OVER TO L.A. COUNTY USC. THEY FILL  
2    REGISTERED POSITIONS. HOW HARD IS THE MATH TO SAY 12 PEOPLE  
3    CAME OFF THE REGISTRY? THE REGISTRY CHARGES SO MUCH PER NURSE  
4    PER DAY. IT'S SIMPLE CALCULATIONS, GUYS. NOT HARD.

5

6    **SHEILA SHIMA:** AND YOU'RE RIGHT. WE WOULD CALL THE WORK UNIT TO  
7    IDENTIFY HOW MANY ACTUAL HOURS WERE PROJECTED AND EXACTLY WHAT  
8    THE RATE WAS TO ADD UP ALL OF THOSE HOURS FOR EACH WORK UNIT.

9

10   **SUP. MOLINA:** MY POINT BEING WHEN YOU GO IN TO ASK FOR MORE  
11   MONEY, YOU HAVE TO JUSTIFY IT. THAT'S YOUR DUTY TO US, GUYS. I  
12   MEAN, WE SHOULDN'T HAVE TO BE SITTING HERE SECOND GUESSING.  
13   YOU KNOW WE'RE GOING TO ASK THESE QUESTIONS. THIS IS NOT NEW  
14   TO YOU. I MEAN, IT JUST DOESN'T MAKE SENSE. 2,000 PEOPLE WENT  
15   INTO OUR SYSTEM. VACANT POSITIONS AS WE WERE TOLD. NOW YOU  
16   COME IN JUST LAST MONTH, NOW YOU COME IN AND YOU WANT 357 NEW  
17   BUDGETED POSITIONS. IT JUST DOESN'T MAKE SENSE. I THINK YOU  
18   HAVE A LONG WAY TO GO, ALTHOUGH I HOPE YOU CAN. I THINK  
19   SOMEBODY JUST HAS TO SIT DOWN AND MAYBE SPEND THEIR WEEKEND  
20   TRYING TO FIGURE OUT WHAT QUESTION IS MOLINA GOING TO ASK?  
21   WHAT QUESTION DOES DON WANT TO KNOW? WHAT IS IT YVONNE WANTS  
22   TO KNOW? YOU CAN EVEN ASK US BEFOREHAND. I WILL TELL YOU WHAT  
23   I WANT TO KNOW. IT NEEDS TO MAKE SENSE. IF IN FACT YOU NEED  
24   IT, TELL ME WHY THESE POSITIONS DIDN'T CREATE A SAVINGS? WE'VE  
25   ASKED THE SAVINGS QUESTION FOR A WHILE, IT'S GONE FROM 25



The Meeting Transcript of  
The Los Angeles County Board of Supervisors

1 MILLION TO SOME FIGURES, SOME OF IT ITS NOT COUNTY COST. I  
2 KNOW IT'S COMPLICATED. I KNOW IT'S COMPLICATED FOR ME BUT IT  
3 SHOULDN'T BE THAT COMPLICATED TO YOU ALL. BECAUSE WE EMPOWER  
4 YOU TO CARRY OUT THIS WORK AND DO THIS BUDGETING. AND I'M  
5 HOPING THAT MY TAX GUY IS ALWAYS SMARTER THAN I AM BECAUSE I  
6 DON'T GET IT THREE QUARTERS OF THE TIME. BUT I HAVE TO TRUST  
7 HIM THAT HE'S GIVING ME GOOD ADVICE, RIGHT? WELL, THAT'S WHAT  
8 I'M TRYING TO DO HERE IS I'M TRUSTING YOU ALL TO GIVE ME THE  
9 RIGHT ADVICE. AND RIGHT NOW IT'S GETTING TOO CONFUSING BECAUSE  
10 THE INFORMATION'S COMING IN LATE, THE NUMBERS VARY ALL THE  
11 TIME. WE WAIT TILL THE LAST MINUTE. AND ON ITS FACE, WHEN IT  
12 COMES TO THE DELIVERY, IT DOESN'T MAKE SENSE. WE ARE FIVE  
13 SOMEWHAT INTELLIGENT CAPABLE PEOPLE AND YOU THINK IT WOULD  
14 MAKE SENSE TO ONE OF US. AND I DON'T THINK ONE OF US COULD  
15 STAND HERE AND SAY "THIS IS ABSOLUTELY JUSTIFIED. LET ME TELL  
16 YOU WHY. ONE, TWO, THREE, FOUR, FIVE." I DON'T THINK IN ANY OF  
17 US CAN DO THAT RIGHT NOW. AND BILL, YOU MADE AN ATTEMPT AT IT.  
18 AND IT WAS AN ATTEMPT, BUT I'M NOT SO SURE I COMPLETELY  
19 UNDERSTOOD IT. I APPRECIATE IT, THOUGH.

20

21 **SUP. BURKE:** MAY I JUST SUMMARIZE WHERE I THINK THE REAL GAP IS  
22 HERE? THE THING THAT BILL WAS TRYING TO SAY THE POSITIONS,  
23 THAT ARE THE FTE'S ARE NOT FULLY FUNDED. SO THAT EVEN THOUGH -  
24 - AND SUPPOSEDLY ALL OF THESE ARE ONLY GOING TO TWO HOSPITALS,  
25 RANCHO AND HARBOR. AND THAT'S WHERE THE REAL PROBLEM COMES.





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 BECAUSE EVEN IF YOU GET THE NUMBER OF POSITIONS AND WHERE  
2 PEOPLE FROM KING WERE DISTRIBUTED THROUGHOUT THE WHOLE SYSTEM,  
3 AND SOME OF THEM TOOK POSITIONS THAT WERE NOT FUNDED. AS YOU  
4 SAY, IT'S A DIFFERENT PERCENTAGE OF THOSE THAT ARE NOT FUNDED  
5 IN EACH DEPARTMENT. NOT JUST IN EACH HOSPITAL, IN EACH  
6 DEPARTMENT. SO THAT IS SOMETHING YOU DO NOT HAVE NECESSARILY  
7 THE INFORMATION ON. SO YOU PUT IN AN ESTIMATE. BUT THAT  
8 DOESN'T GET YOU OVER TO THE TWO HOSPITALS THAT ARE ACTUALLY  
9 RECEIVING THESE 357. YOU HAVE TO ONLY GO TO THOSE TWO  
10 HOSPITALS IN ORDER TO REALLY JUSTIFY THE 357 POSITIONS THAT AS  
11 I UNDERSTAND IT ARE TO OPEN UP NEW BEDS.

12

13 **SHIELA SHIMA:** CORRECT.

14

15 **SUP. BURKE:** AND WHY YOU CAN'T GET THEM FROM SOMEWHERE ELSE TO  
16 GO AND OPEN UP THOSE BEDS?

17

18 **SHIELA SHIMA:** RIGHT. FROM OUR PERSPECTIVE, THERE REALLY ARE  
19 TWO ISSUES. ONE IS THE ADJUSTMENTS WE'RE PROPOSING TO MAKE IN  
20 THE BUDGET. WHEN WE HAD PUT TOGETHER ITEM 52 PREVIOUSLY, WE  
21 WERE PROPOSING TO GO AHEAD AND ADD THE POSITIONS IN FOR THE  
22 ADDITIONAL BEDS AT HARBOR AND RANCHO. UNDERSTANDABLY, BECAUSE  
23 WE DIDN'T HAVE AT THAT POINT THE POSITIONS COMING OUT OF THE  
24 MLK BUDGET, THERE WAS CONCERN ABOUT IT BEING AN INCREASE OF  
25 357. OUR ATTEMPT, AGAIN, SPEAKING SPECIFICALLY OF THE BUDGET



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 NOW, WAS TO COMPLETE THAT PICTURE. WE DID THAT AND ADMITTEDLY  
2 IT TOOK US DOWN TO THE WIRE LATE LAST WEEK SO THAT OUR REPORT  
3 ACTUALLY CAME OUT LATE TO YOUR OFFICES. BUT WE WERE WORKING  
4 WITH THE DEPARTMENT TO PUT IN THE OTHER PIECE, WHICH IS: WHAT  
5 ARE THE POSITIONS THAT ARE COMING OUT OF THE MLK BUDGET? AND  
6 THERE WERE 1,171 POSITIONS THAT CAME OUT. THAT INFORMATION WAS  
7 NOT AVAILABLE WHEN WE PUT TOGETHER THE SUPPLEMENTAL BUDGET  
8 WITH THE 357 POSITIONS. SO TO JUST USE AS AN EXAMPLE THE ISSUE  
9 OF THE PHYSICIAN SPECIALISTS THAT WAS RAISED EARLIER. WE DID  
10 ADD 21 OVERALL TO RANCHO AND HARBOR. HOWEVER, WE ACTUALLY  
11 DELETED APPROXIMATELY 55 OUT OF THE MLK BUDGET. SO THAT THE  
12 IDEA IS, THAT'S LIKELY WHAT YOU WILL SEE AS WE GO THROUGH BOTH  
13 ITEMS.

14

15 **SUP. BURKE:** SO WE SHOULDN'T HAVE TO PAY \$28 MILLION MORE?

16

17 **SHEILA SHIMA:** THE \$28 MILLION NUMBER ACTUALLY COMES OUT FROM A  
18 NET REDUCTION, AS WELL, IN REVENUE. AND THE \$28 MILLION NUMBER  
19 WAS AGAIN, POINT IN TIME.

20

21 **SUP. BURKE:** WHY DON'T YOU PICK THAT UP WHEN YOU ADD THOSE  
22 POSITIONS OVER AT HARBOR?

23

24 **SHEILA SHIMA:** WE DID. WE ACTUALLY NOW, WE ACTUALLY HAVE A  
25 DIFFERENT NUMBER NOW THAT WE'VE SENT THE MEMO AND ARE TAKING



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 THE POSITIONS OUT OF MLK. SO THE \$28.5 MILLION WAS PART OF  
2 ITEM 52, WHERE IT WAS ONLY THE 57 POSITIONS. THAT'S ALL. 357.  
3 THAT'S WHAT WE HAD AT THAT POINT IN TIME.

4

5 **C.E.O. FUJIOKA:** SUBSEQUENT TO THAT.

6

7 **SUP. BURKE:** SO YOU'VE TAKEN THE 28 MILLION OUT NOW.

8

9 **SHEILA SHIMA:** CORRECT. THE \$28 MILLION THAT'S ASSOCIATED WITH  
10 THE 357 POSITIONS, COMPONENTS OF THAT. NOW WE'RE ACTUALLY  
11 RECOMMENDING ADDITIONAL ADJUSTMENTS TO THAT BUDGET. THE BUDGET  
12 ADJUSTMENT IS ACTUALLY ATTACHED TO OUR MEMO, OUR AGENDA MEMO,  
13 WHERE WE'RE MAKING NOW THE ADDITIONAL ADJUSTMENTS TO DO  
14 PRIMARILY ONE THING, WHICH IS TAKE THE MLK POSITIONS OUT OF  
15 THE MLK BUDGET AND TRANSFER SOME ADDITIONAL POSITIONS FOR  
16 MATERIALS MANAGEMENT AND PLANT MANAGEMENT TO HARBOR AND MAKE A  
17 FEW OTHER ADJUSTMENTS WITH POSITIONS, THE DENTAL POSITIONS,  
18 AND WITHIN THE SOUTHWEST NETWORK, MOVING SOME POSITIONS TO THE  
19 COMP CENTERS. SO IT'S REALLY THE SECOND PIECE OF IT, WHICH IS  
20 THE POSITIONS, THE SECOND MAJOR PIECE, THE POSITIONS COMING  
21 OUT OF MLK. TAKEN TOGETHER, THE 357 NEW POSITIONS AT HARBOR  
22 AND AT RANCHO, AND THE 1,171 POSITIONS COMING OUT AT MLK,  
23 THAT'S REALLY THE TOTAL PICTURE, KIND OF BROADLY SPEAKING, OF  
24 THE MLK CONTINGENCY SERVICES PLAN. IT'S DOWNSIZING MLK,  
25 ACKNOWLEDGING--



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1

2 **SUP. BURKE:** WE NEED ALL OF THIS I THINK IN ONE MEMO.

3

4 **SUP. KNABE:** I THINK THAT WILL BE VERY HELPFUL.

5

6 **SUP. BURKE:** YEAH. COULD WE PUT THIS OVER FOR A WEEK?

7

8 **SUP. KNABE:** WHAT IT APPEARS ON THE SURFACE IS YOU CONTINUE TO  
9 ADD NEW POSITION WITH DECLINING REVENUES. WE'RE LOSING THE  
10 M.A.C. MONEY. AND IT'S HARD TO UNDERSTAND THE WASH THAT YOU'RE  
11 TALKING ABOUT BETWEEN THESE PARTICULAR POSITIONS.

12

13 **DR. BRUCE CHERNOF:** THE C.E.O. STAFF, AND SHEILA YOU CAN HELP  
14 ME HERE, BUT THE NET EFFECT OF THE CHANGES BEING PROPOSED  
15 TODAY IS A DECREASE OF 617 POSITIONS.

16

17 **C.E.O. FUJIOKA:** YOU HAVE TO LOOK AT WHERE WE'RE PUTTING THE  
18 POSITIONS.

19

20 **SUP. KNABE:** THAT SHOULD BE IN A VERY SIMPLE MEMO.

21

22 **SUP. BURKE:** COULD IT BE IN A SIMPLE MEMO? WELL, NOT SIMPLE,  
23 BUT ONE THAT CARRIES US THROUGH STEP-BY-STEP?

24



The Meeting Transcript of  
The Los Angeles County Board of Supervisors

1   **C.E.O. FUJIOKA:** WE'RE SUPPORTING THE MOTION BEING RECOMMENDED  
2   BY SUPERVISOR MOLINA. WE DO NEED TO FREEZE THIS RIGHT NOW. WE  
3   NEED TO COME BACK TO YOU WITH ONE SINGLE MOTION THAT SPEAKS TO  
4   WHEN THE DAY'S OVER, THE NET CHANGE TO THE DHS BUDGET. BECAUSE  
5   YOU DO HAVE NEW POSITIONS THAT MUST GO TO HARBOR AND RANCHO.  
6   BUT WE   THE DEPARTMENT WHY THE NET CHANGE TO THE ENTIRE  
7   DEPARTMENT.

8

9   **SUP. BURKE:** AND WHY YOU CAN'T GET THOSE POSITIONS FROM  
10  SOMEWHERE ELSE SINCE KING DISTRIBUTED 1,100 POSITIONS.

11

12  **C.E.O. FUJIOKA:** WE UNDERSTAND. WE'LL DO THAT.

13

14  **SUP. KNABE:** I MEAN, BECAUSE THE WHOLE PIECE HERE, AND IT GOES  
15  BACK TO A REPORT YOU GAVE A FEW WEEKS AGO ABOUT THE POTENTIAL  
16  REDUCTION IN PROPERTY TAXES AND THE HOUSING MARKET. THAT'S  
17  WHERE THE GENERAL FUND DOLLARS HAVE BEEN COMING TO BACKFILL  
18  THE HEALTH DEPARTMENT. AND I THINK THAT'S WHY WE'RE SO  
19  CONCERNED THAT WE GET THE RIGHT INFORMATION, BECAUSE THIS IS  
20  WHERE THE RUBBER GOING TO MEET THE ROAD HERE OVER THE NEXT SIX  
21  TO TWELVE MONTHS. AND WE NEED TO BE PREPARED FOR THAT AND  
22  UNDERSTAND THAT.

23

24  **C.E.O. FUJIOKA:** YOU'RE RIGHT. WE OWE YOU THAT. BUT THERE WILL  
25  BE A NET DECREASE AT ONE POINT. BUT RATHER THAN-- BECAUSE IT'S



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1     STARTING TO SOUND TOO MUCH LIKE "WHO'S ON FIRST AND WHAT'S ON  
2     SECOND."

3

4     **SUP. MOLINA:** RIGHT. EXACTLY, IT'S A VERY, VERY BAD ABBOTT AND  
5     COSTELLO ROUTINE HERE.

6

7     **C.E.O. FUJIOKA:** AND SO LET US COME BACK TO YOU. WE SUPPORT THE  
8     MOTION RECOMMENDED BY SUPERVISOR MOLINA. WE'LL COME BACK TO  
9     YOU WITH THAT SINGLE MEMO THAT SPEAKS TO THE ENTIRE  
10    DEPARTMENT, THE CHANGES AT RANCHO, THE CHANGES AT HARBOR.  
11    WE'LL SPEAK TO THE REGISTRY COSTS AND JUST GIVE YOU THAT ONE  
12    SINGLE REPORT. WE ALSO HAVE A DRAFT BACK FROM HMA, WHO LOOKED  
13    AT --

14

15    **SUP. BURKE:** AND I WANT TO HAVE A CHANCE TO READ THIS. I  
16    HAVEN'T HAD A CHANCE TO READ IT YET.

17

18    **C.E.O. FUJIOKA:** WHO LOOKED AT KING'S URGENT CARE AND  
19    OUTPATIENT SERVICES. WE'RE WORKING WITH THE DEPARTMENT RIGHT  
20    NOW TO RECONCILE THOSE NUMBERS. IT IS NOT LIKELY. THERE WILL  
21    BE A FURTHER REDUCTION OF STAFF AT KING, WHICH WILL RESULT IN  
22    MOVING MORE PEOPLE OUT. BECAUSE THE NUMBERS ON A PRELIMINARY  
23    BASIS THAT CAME FORWARD FROM HMA ARE MUCH LOWER THAN WHAT'S AT  
24    KING RIGHT NOW. SO WE DO HAVE THAT. WE WILL BE WORKING WITH  
25    THE DEPARTMENT ON ANOTHER DOWNSIZING.



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1

2 **SUP. BURKE:** RIGHT. SO WE'LL PUT IT OVER FOR ONE WEEK.

3

4 **SUP. MOLINA:** LET ME READ MY MOTION, MS. BURKE, BEFORE WE PUT  
5 IT OVER. I'M ASKING SOMETHING DIFFERENT. AND I THINK THAT THE  
6 C.E.O. IS RECOMMENDING IT. THE C.E.O.'S PROPOSED CHANGES IN  
7 THE DEPARTMENT OF HEALTH SERVICES 2007/2008 ADOPTED BUDGET TO  
8 ADD THE 357 BUDGETED POSITIONS AT HARBOR-UCLA, RANCHO LOS  
9 AMIGOS FOR ADDITIONAL BEDS TO HELP MEET THE MEDICAL NEEDS OF  
10 PATIENTS PREVIOUSLY SERVED BY MARTIN LUTHER KING, JR., HARBOR  
11 HOSPITAL. ALTHOUGH THE RECOMMENDATION TO ADD THESE POSITIONS  
12 DID NOT TAKE INTO ACCOUNT THE BUDGETED POSITIONS THAT ARE NO  
13 LONGER NEEDED AT MLK, THERE ARE STILL UNANSWERED QUESTIONS  
14 REGARDING THE ADDITIONS AND DELETIONS OF POSITIONS. THE C.E.O.  
15 NOW HAS PROVIDED US WITH SOME RECOMMENDATIONS TO DELETE THOSE  
16 POSITIONS AND OTHER COSTS AT MLK AND TO MAKE THE NECESSARY  
17 REVENUE ADJUSTMENTS RELATED TO THOSE REDUCTIONS. ANOTHER  
18 CONCERN IS THAT THE DEPARTMENT OF HEALTH SERVICES MUST INSURE  
19 THAT ALL QUALIFIED EMPLOYEES PREVIOUSLY AT MLK WHO CAN WORK IN  
20 THE RECOMMENDED NEW BUDGETED POSITIONS AT HARBOR AND RANCHO  
21 ARE TRANSFERRED TO THOSE POSITIONS RATHER THAN NEW POSITIONS  
22 THROUGHOUT THE DEPARTMENT OF HEALTH SERVICES. DHS MUST PROVIDE  
23 US WITH A REPORT THAT GIVES US THOSE ASSURANCES. BRINGING IN  
24 NEW COUNTY EMPLOYEES TO FILL THOSE POSITIONS INSTEAD OF  
25 REASSIGNING QUALIFIED MLK EMPLOYEES AS APPROPRIATE WILL ONLY





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 MAKE THE PENDING DEPARTMENT OF HEALTH SERVICES' DEFICIT MUCH  
2 WORSE. I THEREFORE MOVE THAT THE BOARD, NUMBER ONE, APPROVE  
3 ITEM NUMBER 52 OF THE CHIEF EXECUTIVE OFFICER'S  
4 RECOMMENDATIONS REGARDING ADJUSTMENTS TO THE DEPARTMENT OF  
5 HEALTH SERVICES IN THE 2008 ADOPTED BUDGET. AND THAT THE  
6 ADDITIONAL RECOMMENDATIONS IN HIS RELATED MEMORANDUM,  
7 INCLUDING THE DELETION OF BUDGETED POSITIONS AT MLK,  
8 ADJUSTMENTS TO REVENUE RELATED TO THOSE COSTS, AND RECOGNITION  
9 OF THE SB 474 SOUTH L.A. MEDICAL SERVICES PRESERVATION FUND.  
10 SECOND, TO INSTRUCT THE CHIEF EXECUTIVE OFFICER AND THE  
11 DIRECTOR OF HEALTH SERVICES TO REPORT BACK IN 30 DAYS ON  
12 EFFORTS TO MATCH THE QUALIFIED MLK EMPLOYEES TO THE NEW  
13 POSITIONS AT HARBOR AND RANCHO PRIOR TO CONSIDERING NEW HIRES.  
14 AND THREE, TO INSTRUCT THE CHIEF EXECUTIVE OFFICER TO PLACE  
15 THE DEPARTMENT OF HEALTH SERVICES ON A HIRING FREEZE PENDING A  
16 RECEIPT OF THAT REPORT. NOW, I THINK THIS GIVES US THE  
17 AUTHORITY TO MOVE FORWARD ON SOME, BUT AT THE SAME TIME ASKING  
18 FOR FULL JUSTIFICATION BEFORE WE ARE FILLING THOSE POSITIONS  
19 BECAUSE WE WANT TO KNOW THE ANSWERS.

20  
21 **SUP. BURKE:** ALL RIGHT.

22  
23 **SUP. KNABE:** BUT THAT DOESN'T IMPACT, SAY YOU MOVE THE  
24 POSITIONS, THAT DOESN'T IMPACT THE ABILITY OF THE FACILITY,



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 SAY, AT RANCHO OR HARBOR TO HIRE THOSE FOLKS? IS THAT CORRECT?

2 BY YOUR MOTION, IN OTHER WORDS?

3

4 **SUP. MOLINA:** IT'S ASKING TO IDENTIFY THE PEOPLE WHO THEY'RE

5 GOING TO HIRE. THEY HAVE 2,000 MLK EMPLOYEES IN THE SYSTEM.

6 SHOULD THEY COME IN TO FILL THESE POSITIONS?

7

8 **C.E.O. FUJIOKA:** THE MOTION DOES SPEAK TO A FREEZE. IN OUR MIND

9 THE FREEZE WOULD ALLOW OUR OFFICE TO LOOK AT EACH AND EVERY

10 APPOINTMENT ON A CASE BY CASE BASIS. AND WHERE NECESSARY AT

11 RANCHO, HARBOR, OR ANY DHS FACILITY, TO FILL A CRITICAL

12 POSITION, WE CAN MAKE THAT JUDGMENT CALL. BUT HAVING THE

13 FREEZE AT THIS POINT IN TIME IS A GOOD RECOMMENDATION. WE DO

14 SUPPORT THE MOTION.

15

16 **SUP. KNABE:** ALL RIGHT. MADAME CHAIR, I JUST WOULD LIKE TO MAKE

17 ANOTHER AMENDMENT, AS WELL.

18

19 **SUP. BURKE:** YES.

20

21 **SUP. KNABE:** AS SORT OF A 50,000 FOOT LOOK HERE, AT THIS SB-

22 474. I WOULD MOVE THAT THE BOARD AND SUPERVISOR INSTRUCT THE

23 C.E.O. TO REPORT BACK BY NOVEMBER 1ST WITH GUIDELINES AND

24 PARAMETERS THAT WILL BE USED TO EVALUATE THE MOST APPROPRIATE

25 AND CRITICAL USE OF THE SB-474 PRESERVATION FUNDS. THE REPORT



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 SHOULD INCLUDE ELIGIBLE SERVICES FOR WHICH SB-474 FUNDS MAY BE  
2 USED AND REIMBURSEMENT FOR SERVICES TO THE UNINSURED PROVIDED  
3 BY NON-COUNTY HOSPITALS AND CLINICS FOR WHICH THE COUNTY HAS  
4 AGREED TO PAY IN RESPONSE TO THE MLK HARBOR DOWNSIZING AND  
5 CLOSURE.

6

7 **SUP. MOLINA:** I SECOND THAT. WE HAVE TO UNDERSTAND WHAT THE  
8 PROCESS IS GOING TO BE AND HOW IT'S GOING TO BE BE UTILIZED.  
9 ABSOLUTELY.

10

11 **SUP. BURKE:** WE HAVE TWO PEOPLE WHO HAVE ASKED TO SPEAK. JOSHUA  
12 RUTKOF AND--

13

14 **SUP. MOLINA:** I STILL HAVE A COUPLE QUESTIONS, MISS BURKE,  
15 BECAUSE IT ISN'T JUST ABOUT THE ONE PART.

16

17 **SUP. BURKE:** WILL THESE PEOPLE START COMING TO THE FRONT?

18

19 **SUP. MOLINA:** IT IS THE ISSUE OF HOW WE ARE GOING TO BE  
20 HANDLING THIS DEFICIT. ONE OF THE THINGS THAT I'M CONCERNED  
21 ABOUT.

22

23 **SUP. BURKE:** DR. SHAH ALSO.

24



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1    **SUP. MOLINA:** ABOUT THIS BUDGET IS THAT WE HAVE A  
2    RESPONSIBILITY TO HARRIS RODEY. APPARENTLY L.A. COUNTY USC IS  
3    GOING TO OPEN UP IN SPRING TO A MUCH SMALLER AMOUNT OF BEDS.  
4    IS THERE IN THIS BUDGET A CONTINGENCY FUND WITH REGARD TO IF  
5    THEY DON'T MEET THE REQUIREMENT? IF THEY DON'T MEET THE  
6    REQUIREMENT, WE'RE GOING TO HAVE TO PURCHASE BEDS SOMEWHERE  
7    ELSE.

8

9    **C.E.O. FUJIOKA:** HOLD ON ONE SECOND.

10

11   **SUP. MOLINA:** DO NOT TELL ME THAT'S NEW TO YOU BECAUSE YOU KNEW  
12   IT'S PENDING. IT'S NOT IN THERE? IT'S NOT IN THE BUDGET?

13

14   **SHEILA SHIMA:** WELL, TO THE EXTENT THAT WE HAVEN'T ACTUALLY  
15   ADJUSTED THE L.A. COUNTY USC BUDGET DOWN FOR THE SMALLER  
16   FACILITY, THE FUNDING IS STILL THERE. HOW IT GETS IMPLEMENTED  
17   IN THE '08/'09 BUDGET THEN WOULD HAVE TO TAKE INTO ACCOUNT ANY  
18   OF THOSE ADDITIONAL NEEDS AS WELL.

19

20   **SUP. MOLINA:** SO YOU'RE SAYING BECAUSE RIGHT NOW L.A. COUNTY  
21   USC IS FUNDED FOR HOW MANY BEDS?

22

23   **SHEILA SHIMA:** 671.

24



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **SUP. MOLINA:** SO YOU'RE SAYING THAT THE 71 BEDS, THAT'S GOING  
2   TO BE DOWNSIZED, RIGHT? TO THE 600?

3

4   **SHEILA SHIMA:** FOR THE NEW FACILITY.

5

6   **SUP. MOLINA:** SO THAT THE 71 WOULD STAY IN THE BUDGETED AMOUNT  
7   FOR THAT YEAR.

8

9   **SHEILA SHIMA:** IT'S ACTUALLY CURRENTLY IN THE BUDGET. AND WHEN  
10   WE LOOK AT '08/'09, THE FUNDING'S THERE, WE HAVEN'T MOVED IT  
11   OUT YET. AND THAT'S ONE OF THE FACTORS WE'LL HAVE TO TAKE INTO  
12   CONSIDERATION.

13

14   **SUP. MOLINA:** ALL RIGHT. I THINK THAT'S ONE OF THE THINGS I  
15   WANTED. THE LAST THING I WANT TO FIND OUT IS THAT I DO THINK  
16   THAT WE NEED TO HAVE A CLEARER UNDERSTANDING -- AND I KNOW  
17   THAT THE JUSTIFICATION IN THE MOTION, I STILL WANT TO  
18   UNDERSTAND THE SAVINGS ISSUE. THAT IS TERRIBLY CONFUSING TO  
19   ME. AND IT SHOULDN'T -- IT SHOULD BE SIMPLE. BUT IT'S NOT. AND  
20   I UNDERSTAND THE REVENUE MIX AND SO ON IS GOING ON. BUT IT  
21   JUST BEGS THE QUESTION. THERE SHOULD HAVE BEEN SAVINGS THAT  
22   SHOULD HAVE BEEN IN THERE AND WE JUST CAN'T CALCULATE IT. AND  
23   THAT SHOULDN'T BE ABLE -- SO I DIDN'T PUT IT IN MY MOTION BUT  
24   I DO NEED TO KNOW WHAT THE SAVINGS ARE.

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1    **DR. BRUCE CHERNOF:** WE WILL INCLUDE IT IN THE REPORT.

2

3    **SUP. MOLINA:** THANK YOU.

4

5    **SUP. BURKE:** ALL RIGHT. TWO PEOPLE HAVE ASKED TO SPEAK. DR.  
6    SHAH AND JOSHUA RUTKOFF. PLEASE STATE YOUR NAME. BOTH OF YOU  
7    COME FORWARD.

8

9    **JOSHUA RUTKOFF:** MY NAME IS JOSHUA RUTKOFF, HEALTH SERVICES  
10    DIRECTOR OF SEIU LOCAL 721. WE CALL ON YOUR BOARD TO SEE OUR  
11    JOINT UNION AND DHS EFFORTS TO ACHIEVE STATE-WIDE HEALTH CARE  
12    REFORM THROUGH UNTIL JANUARY BEFORE SIGNIFICANT DECISIONS  
13    REGARDING LONG-TERM STAFFING AND SERVICE CONFIGURATIONS ARE  
14    CONTEMPLATED. SEIU IS DEEPLY ENGAGED WORKING WITH DHS TO  
15    ENSURE A ROBUST ROLE FOR OUR PUBLIC HEALTHCARE SYSTEM UNDER  
16    HEALTHCARE REFORM. LET'S GIVE THESE EFFORTS EVERY OPPORTUNITY  
17    TO COME TO FRUITION. THE UNION HAS ALSO WORKED WITH THE  
18    DEPARTMENT TO CREATE AND BUDGET THE VITAL HEALTHCARE  
19    INTERPRETER ITEM. THE NINE POSITIONS IN THE CURRENT BUDGET,  
20    WHILE CLEARLY SHORT OF MEETING THE GREAT OVERALL NEED,  
21    REPRESENT AN IMPORTANT STEP IN THE RIGHT DIRECTION AND SHOULD  
22    BE PRESERVED. IN THE LONGER TERM WE CALL FOR THE NEXT BUDGET  
23    CYCLE THAT LOOKS AT THE RELATIVE COSTS AND EFFECTIVENESS OF  
24    THE VARIOUS INTERPRETATION APPROACHES BEING USED SO THAT WE  
25    CAN MAKE INFORMED DECISIONS GOING FORWARD ABOUT HOW BEST TO



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 MEET THE HEALTHCARE INTERPRETATION NEEDS OF THE COUNTY'S  
2 PATIENTS. THANK YOU.

3

4 **SUP. BURKE:** THANK YOU.

5

6 **DR. J.A. SHAH:** GOOD AFTERNOON, I'M DR. SHAH. AND THANK YOU FOR  
7 ALLOWING ME TO COMMENT. I WORKED FOR THE L.A. COUNTY  
8 DEPARTMENT OF HEALTH FOR 31 YEARS. AND I HAVE SEEN MANY THINGS  
9 THAT WILL HELP YOU. IT'S LIKE A WAKENING CALL THAT EVERY FEW  
10 YEARS WE GET BUDGET PROBLEMS. THE ROOT CAUSE, I THINK, IS THE  
11 QUALITY OF MEDICAL CARE WHICH I AM TALKING ABOUT SINCE '79 AS  
12 THE DIRECTOR OF REHAB IN LONG BEACH GENERAL HOSPITAL, THAT WE  
13 HAVE TO CHANGE AND WE HAVE TO PROMOTE THOSE WHO ARE WHAT WE  
14 CALL FOR PATIENTS' RIGHTS AND QUALITY CARE. OF COURSE, SAME  
15 TIME YOU HAVE TO DEMOTE OR NOT PROMOTE THOSE WHO ARE  
16 RESPONSIBLE IN SUPERVISORY POSITIONS WHO JUST ALWAYS, ALWAYS  
17 NOT WHAT YOU CALL LEADER. THE ROOT, BUT WE ARE PROMOTING  
18 COUNTY SYSTEM, THAT'S WHAT MY THINKING. I WANT YOU TO  
19 UNDERSTAND THAT IF YOU DO LIKE, AS I TOLD YOU BEFORE THREE  
20 TIMES, LIKE KAISER DO, ALL THE QUALITY CARE, THE RESEARCH THAT  
21 ALL OF THE 30,000 EMPLOYEES PLUS IN L.A. COUNTY CAN USE OUR  
22 WHOLE SERVICES. BECAUSE ALL THE PEOPLE WHO EMPLOY OUR SERVICE  
23 IN COUNTY, THEY THINK, THEY FORGET. EVEN I KNOW THAT YOU ALL  
24 WANT BEST CARE, BUT I KEEP TELLING THAT WE HAVE TO TREAT  
25 PATIENTS AS YOUR MOTHER, FATHER, BROTHER, SISTER, IF YOU DON'T





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 HAVE THAT EMPATHY, YOU ARE TREATING LIKE NUMBERS. AND THAT'S  
2 BEEN GOING ON IN THE COUNTY FOR A LONG TIME. I MUST TELL YOU I  
3 HAVE BEEN READING THOUSANDS OF CHARTS, SINCE '78, AND I WILL  
4 TELL YOU THAT IT IS IMPOSSIBLE TO IMPROVE THE CARE BECAUSE OF  
5 THIS WHOLE SYSTEM OF BUREAUCRACY, SUPERVISORS WHO ARE  
6 INCOMPETENT IN MY SERVICE. EVEN THOUGH I'VE RECEIVED MORE THAN  
7 THREE FELLOWSHIPS, I HAVEN'T SEEN A PATIENT IN L.A. COUNTY  
8 SINCE MARCH '82. ONLY BECAUSE I WAS ARBITRATOR BEFORE, IN  
9 MEDICAL IN RANCHO LOS AMIGOS IN '79. WHAT I SUGGEST IS PLEASE  
10 MAKE SURE THE QUALITY IMPROVES IN SUCH A WAY THAT OUR OWN  
11 PEOPLE, ALL OF US WHO ARE EMPLOYED IN L.A. COUNTY CAN USE OUR  
12 OWN FACILITIES. IF YOU DO THAT, YOU WILL NEVER LEARN WHAT THE  
13 PROBLEM. WE WILL NEVER HAVE A PROBLEM BECAUSE THERE 70,000 OF  
14 OUR OWN PEOPLE COMING TO OUR OWN FACILITY BECAUSE WE HAVE THE  
15 BEST QUALITY CARE. AND I DO FEEL BAD SOMETIMES THAT WHEN YOU  
16 HAVE TO GO TELL PEOPLE AND OUR LEADERS IN MANY SUPERVISORY  
17 POSITIONS ARE WRONG. I WILL TELL YOU THAT EVEN THOUGH I AM A  
18 DOCTOR, I CAN WORK AT RANCHO UCLA AND THOUSANDS OF PATIENTS  
19 ARE GETTING SO-CALLED PHYSICAL THERAPY, OCCUPATIONAL THERAPY  
20 OR OTHER CARE WITHOUT PROPER SUPERVISION. AND THIS IS VERY BAD  
21 FOR EVERYBODY. I KNOW THAT YOU WANT EVERYTHING BEST FOR YOUR  
22 PATIENTS. AND I WANT THAT TOO. AT LEAST YOU HAVE SOME INSIGHT.  
23 AND THANK YOU. THIS IS A WAKENING CALL FOR YOU ALL FOR BUDGET.  
24 THANK YOU VERY MUCH AGAIN.

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **SUP. BURKE:** THANK YOU. ALL RIGHT. DO YOU ACCEPT THE  
2   AMENDMENTS?

3

4   **SUP. ANTONOVICH:** SECOND.

5

6   **SUP. BURKE:** 52 AND -- I DON'T THINK S-1 HAS A MOTION. NO. S-1  
7   IS JUST TO RECEIVE AND FILE. AND ON 52, IT'S MOVED THAT 52 BE  
8   ADOPTED. KNABE MOVES AND MOLINA SECONDS TO MOVE THE 52 BE  
9   ADOPTED WITH AMENDMENTS, ALL OF THE AMENDMENTS THAT WERE  
10   SUBMITTED. WITHOUT OBJECTION, SO ORDERED.

11

12   **SUP. ANTONOVICH:** NUMBER 34? HELD BY THE PUBLIC.

13

14   **SUP. BURKE:** YEAH, BEFORE WE GO ON, I THINK THAT WE SHOULD ASK  
15   BRYCE YOKOMIZO TO COME FORWARD. THIS IS HIS LAST DAY. AND HE  
16   HAS BEEN JUST WONDERFUL IN HELPING US.

17

18   **SUP. ANTONOVICH:** BRYCE IS A YOUNG MAN. HE'LL NEVER HAVE LAST  
19   DAYS.

20

21   **SUP. BURKE:** WELL, FOR A WHILE. HE'LL BE BACK AGAIN, I'M SURE.  
22   BRYCE, WOULD YOU LIKE TO COME FORWARD? I KNOW THAT EVERYONE  
23   WANTS TO HAVE A CHANCE TO --

24



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **C.E.O. FUJUIOKA:** YOU MAY OR MAY NOT KNOW THAT BRYCE HAS  
2   DECIDED TO WALK DOWN THE ROAD. HE'S OFFICIALLY, AND HE SAYS  
3   FINALLY, RETIRING FROM COUNTY SERVICE ACTUALLY THIS THURSDAY,  
4   AFTER A LOT OF YEARS OF WORKING WITH ALL OF US. FOR MYSELF,  
5   I'VE BEEN HERE SINCE JULY. IT SEEMS A LITTLE BIT LONGER, I  
6   DON'T KNOW WHY. BUT I CAN'T TELL YOU HOW MUCH I'VE ENJOYED  
7   WORKING FOR THIS MAN. I'VE WORKED FOR A LOT OF FOLKS AND WITH  
8   A LOT OF FOLKS IN MY ALMOST 33 YEARS IN PUBLIC SERVICE. BUT I  
9   WANT TO TELL YOU, I'M GOING TO EMBARRASS HIM A LITTLE BIT, I  
10   HAVE YET TO WORK WITH SOMEONE WHO HAS BEEN BETTER, WHO HAS  
11   BEEN, I THINK, WITH HIS WHOLE PACKAGE, FROM HIS INTEGRITY, HIS  
12   HONESTY, HIS WORK ETHIC, EVERYTHING, IT'S BEEN AN ABSOLUTE  
13   HONOR TO WORK WITH THIS MAN.

14

15   **SUP. BURKE:** I THINK ALL OF US SHARE THAT. OVER THE YEARS HE  
16   HAS MADE SUCH A CONTRIBUTION IN SO MANY AREAS. NOT IN JUST ONE  
17   AREA, BUT IN SO MANY AREAS AND HAS BEEN WILLING TO COME BACK  
18   AND HELP US AT THIS TIME. AND WE REALLY APPRECIATE IT. I  
19   PARTICULARLY APPRECIATE THE FACT THAT HE COMES OUT TO ALL OF  
20   OUR EVENTS. AND HE IS THERE SUPPORTING ALL OF THOSE CHILDREN  
21   AND ALL OF THOSE PEOPLE THAT HE HAS TRIED TO HELP OVER THE  
22   YEARS AND HAVE BEEN PART OF HIS CONSTITUENCY. SO I APPRECIATE  
23   SO MUCH HIS HELP.

24



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **SUP. KNABE:** YEAH, I THINK WE ALL JUST, BRYCE, SAY A HEARTFELT  
2   THANKS FOR ALL THAT YOU'VE DONE, AND PARTICULARLY IN THE LAST  
3   NUMBER OF YEARS, SORT OF BEING THAT FRONT PERSON TO GO INTO  
4   SOME VERY DIFFICULT SITUATIONS, NOT ONLY DEALING WITH THE  
5   BIGGER PICTURE, COUNTY-WIDE ISSUES, BUT OBVIOUSLY ISSUES  
6   WITHIN THE CONFINES OF OUR OWN DISTRICTS. GREATLY APPRECIATIVE  
7   OF YOUR ATTENTION. AND YOU'RE A CLASS ACT AND WE'RE GOING TO  
8   MISS YOU.

9

10   **SUP. ANTONOVICH:** WE'RE GOING TO MISS YOU, BRYCE, YOUR GREAT  
11   HUMOR AND WIT. BUT YOU CAN STILL DO SOME EMCEEING, RIGHT?

12

13   **BRYCE YOKOMIZO:** WE'LL GIVE IT A TRY.

14

15   **SUP. MOLINA:** MAY I SAY SOMETHING? I HAD NEVER MET BRYCE. HE  
16   WAS HIDDEN SOMEWHERE IN THE C.A.O.'S OFFICE AT THE TIME. AND  
17   WHEN DAVID JANSSEN SAID TO ME ASSIGN BRYCE TO YOU TO DO THE  
18   MCCLAREN ISSUE, I SAID "GOD, ANOTHER PERSON JUST TO DRIVE ME  
19   NUTS OVER THERE." WHEN BRYCE CAME INTO MCCLAREN, I NEVER MET A  
20   BUREAUCRAT WHO WAS AS SOLUTION-ORIENTED AS BRYCE WAS. I MEAN  
21   HE SEES A PROBLEM. HE CAN IDENTIFY THE STEPS TO GET THERE AND  
22   WHAT IT'S GOING TO TAKE UNDER OUR COUNTY BUREAUCRACY TO DO IT.  
23   I DON'T KNOW WHY YOU WERE HIDDEN THERE ALL THOSE YEARS.  
24   OBVIOUSLY YOU WERE SOLVING OTHER KINDS OF THINGS THAT WE  
25   DIDN'T SEE AS PROMINENTLY. AND THEN WHEN YOU MOVED OVER TO



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 DPSS, IT WAS JUST, AGAIN, ANOTHER WONDERFUL SOLUTION-ORIENTED  
2 DIRECTOR. YOU KNOW, I THINK YOU'VE GOT TO DO SOME KIND OF  
3 TRAINING, CLASSROOM, THERE ARE SO MANY PEOPLE THAT COULD LEARN  
4 FROM YOU.

5

6 **C.E.O. FUJIOKA:** HE'S TEACHING.

7

8 **SUP. MOLINA:** IN THE KINDS OF WAYS YOU APPROACH A PROBLEM, THE  
9 WAY YOU LOOK AT ORGANIZING IT. IN A BUREAUCRACY AS BIG AS  
10 THIS, UNDERSTANDING ALL THE FACETS OF IT AND PUTTING SOLUTIONS  
11 IN PLACE, IT HAS BEEN SO IMPRESSIVE TO ME. AND, BRYCE, IT'S  
12 VERY, VERY SAD TO SEE YOU GO. BECAUSE WE CERTAINLY COULD USE  
13 YOUR SKILL SET HERE AT THE COUNTY. THERE ARE SO MANY OTHER  
14 AREAS THAT NEED YOUR KIND OF THINKING, YOUR ABILITY TO PUT  
15 STRATEGIES IN PLACE, AND MORE IMPORTANTLY, TO HELP US  
16 UNDERSTAND HOW TO APPROACH THESE SOLUTIONS. IT ISN'T ONE SIZE  
17 FITS ALL, AS YOU KNOW. BUT I REALLY APPRECIATE WHAT YOU DID AT  
18 MCCLAREN, WHAT YOU DID AT DPSS. AND THE KIND OF, I DON'T KNOW,  
19 I'M SO SKEPTICAL OF SO MANY OF OUR BUREAUCRATS, IT MADE ME  
20 HAVE A LITTLE BIT OF BETTER FEEL ABOUT MANY OF OUR EMPLOYEES  
21 THAT WE HAVE WONDERFUL GEMS WITHIN THE COUNTY EVERY SINGLE DAY  
22 THAT PROBABLY DON'T GET THE KIND OF RECOGNITION THAT THEY  
23 DESERVE FOR THE KIND OF WORK THAT THEY DO. AND I KNOW THAT WE  
24 PROBABLY DIDN'T GIVE YOU THE RECOGNITION THAT YOU DESERVE FOR  
25 ALL THAT YOU DID. BUT I WANT YOU TO KNOW THAT CERTAINLY FROM



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 THIS SUPERVISOR AND THE WORK THAT WE DID TOGETHER, WE'RE SO  
2 APPRECIATIVE OF THE WORK YOU DID. THANK YOU.

3

4 **C.E.O. FUJIOKA:** A COUPLE OF QUICK THINGS. HE'S GOING TO CAL  
5 STATE NORTHRIDGE. HE'S GOING TO BE A TEACHER. WHICH IS  
6 WONDERFUL.

7

8 **SUP. MOLINA:** MAYBE WE CAN GET A LOT OF OUR SUPERVISORS TO GO  
9 OVER THERE AND TAKE CLASSES FROM HIM. I MEAN SUPERVISORS THAT  
10 MANAGE OUR EMPLOYEES. [LAUGHTER.]

11

12 **SUP. BURKE:** OR BOTH.

13

14 **SUP. MOLINA:** ALTHOUGH WE WOULDN'T BE A BAD IDEA FOR SOME OF US  
15 TO SIGN UP.

16

17 **SUP. KNABE:** SPEAK FOR YOURSELF. [LAUGHTER.]

18

19 **C.E.O. FUJIOKA:** HE IS GOING TO BE A TEACHER AND A MENTOR. I  
20 TOLD HIM, YOU KNOW, BECAUSE I'VE BEEN THERE. I DID RETIRE FOR  
21 SEVEN MONTHS, TO KIND OF DECOMPRESS FOR ABOUT THREE MONTHS.  
22 I'M GOING TO KNOCK ON HIS DOOR. AND I'M GOING TO ASK HIM TO DO  
23 EXACTLY WHAT YOU SAID. TO GO IN, BECAUSE WE HAVE CONSULTANTS  
24 WHO COME IN WHO KNOW NOTHING ABOUT US. I WANT TO ASK BRYCE TO  
25 COME BACK IN A FEW MONTHS. COME IN WITH THAT TRAINED EYE. GO



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 IN, AND LOOK AT A PROBLEM. GO INTO A DEPARTMENT. MAKE  
2 RECOMMENDATIONS. AND WE'LL PASS THEM BACK TO OUR TEAM WHO WILL  
3 GO IN AND IMPLEMENT. BUT YOU CAN'T REPLACE HIS EYE, HIS  
4 KNOWLEDGE, AND JUST HIS GENERAL UNDERSTANDING, NOT GENERAL,  
5 HIS VERY DEEP UNDERSTANDING OF WHAT WE DO AND WHAT WE SHOULD  
6 BE DOING. WE ARE GOING TO ASK BRYCE TO DO THAT.

7

8 **SUP. MOLINA:** GREAT.

9

10 **SUP. KNABE:** HE RAISED HIS EYEBROWS PRETTY HIGH, BILL, WHEN YOU  
11 SAID THAT. THE HEAD'S NOT MOVING THE RIGHT WAY, BILL.

12

13 **C.E.O. FUJIOKA:** BECAUSE IN A COUPLE OF MONTHS, HE'LL MISS US.  
14 [LAUGHTER.] I'M HOPING THAT HE WON'T SEE -- HE WILL MAYBE NOT  
15 WITHOUT A TIE. BUT WE'LL SEE HIM. I TOLD HIM HE'LL HAVE CASUAL  
16 FRIDAY EVERY DAY. I ALSO TOLD HIM THAT THIS PAST SUNDAY WAS  
17 HIS LAST WORK SUNDAY IN TERMS OF THINKING ABOUT WHAT WILL  
18 HAPPEN THE NEXT DAY. BUT WE'RE ALL GOING TO MISS THIS GUY.  
19 HE'S JUST TRULY AN EXCEPTIONAL PERSON, LET ALONE A MANAGER.

20

21 **SUP. KNABE:** TRUE PROFESSIONAL.

22

23 **BRYCE YOKOMIZO:** WELL THANKS VERY MUCH. I MEAN, THIS IS A  
24 LITTLE EMBARRASSING. WE ALREADY DID THIS ONCE BEFORE. AND SO  
25 I'LL JUST MAKE THIS VERY, VERY BRIEF. IT'S BEEN AN ABSOLUTE





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 PLEASURE AND A PRIVILEGE WORKING FOR THIS BOARD. WE DO HAVE  
2 TOUGH CHALLENGES IN COUNTY GOVERNMENT. YOUR BOARD HAS BEEN  
3 EXTREMELY SUPPORTIVE IN HELPING US GET TO THE PLACES WE'VE  
4 NEEDED TO GET TO. SO I JUST THINK THE GREATEST PART OF WORKING  
5 IN COUNTY GOVERNMENT IS THE PEOPLE. AND THE PEOPLE THAT WE  
6 WORK FOR. I WORK WITH A GREAT BUNCH OF DEPARTMENT HEADS WHO  
7 ARE JUST VERY, VERY DEDICATED TO WHAT WE'RE DOING. WE DON'T  
8 ALWAYS, YOU KNOW, GET IT EXACTLY THE WAY WE'D LIKE TO BECAUSE  
9 MISTAKES AND DIFFICULTIES ARE PART OF THE REALITIES OF THE WAY  
10 GOVERNMENT OPERATES. BUT WE DO THE VERY, VERY BEST JOB THAT WE  
11 POSSIBLY CAN. AND WE'VE GOT A GREAT TEAM OUT THERE. AND WITH  
12 BILL, I KNOW WE'RE REALLY OFF TO A GOOD START OF REALLY  
13 ESTABLISHING THE WAY GOVERNMENT OPERATES. AND, AGAIN, THANKS  
14 VERY MUCH. IT'S BEEN A PRIVILEGE. THANKS.

15

16 **SUP. BURKE:** THANK YOU. [APPLAUSE.]

17

18 **SUP. ANTONOVICH:** 34.

19

20 **SUP. BURKE:** 34? AND THAT WAS HELD FOR A MEMBER OF THE PUBLIC.  
21 ARNOLD SACHS. AND I THINK YOU HAVE MORE THAN ONE ITEM. YOU  
22 HAVE 48 AND 34.

23

24 **ARNOLD SACHS:** GOOD AFTERNOON, COUNTY BOARD OF SUPERVISORS,  
25 THANK YOU VERY MUCH. ARNOLD SACHS. I BASICALLY WANT TO TALK



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 ABOUT THE FUNDING PART OF THIS. AND REFERENCE IT IN REGARDS TO  
2 AN ARTICLE THAT WAS IN THE DAILY NEWS FROM LAST WEEK, LAST  
3 MONDAY, THAT THE CONTRACT FOR METRO IS COMING UP FOR THE  
4 SHERIFF'S DEPARTMENT. AND I WAS CURIOUS TO FIND OUT WHAT THE  
5 STATUS IS ON THE SHERIFF'S PERSONNEL STANDINGS. I KNOW THAT  
6 LAST YEAR THERE WAS A CONTRACT ISSUED FOR METRO SHERIFFS TO  
7 PATROL METRO LINK. AND THEN LATER ON RIGHT AFTER THAT WAS  
8 ISSUED THERE WAS A PROBLEM, A CONCERN ABOUT HAVING ENOUGH  
9 SHERIFFS FUNDED TO OPERATE IN THE UNINCORPORATED AREAS. SO  
10 BASICALLY MY POINT ABOUT THIS IS THAT I'M CONCERNED ABOUT THE  
11 SHERIFFS BIDDING FOR A METRO CONTRACT AND NOT HAVING ADEQUATE  
12 PERSONNEL TO SATISFY OTHER AREAS THAT MAY BE MORE IMPORTANT.  
13 THAT WOULD BE MY COMMENTS ON THIS ITEM.

14

15 **SUP. BURKE:** ALL RIGHT, MOVED BY MOLINA--

16

17 **CLERK SACHI HAMAI:** MADAME CHAIR, THIS IS A FOUR-VOTE MATTER.  
18 AND I BELIEVE -- OH, HERE COMES MIKE. OKAY. THANK YOU.

19

20 **SUP. MOLINA:** WHICH ITEM IS SHE GOING TO VOTE ON?

21

22 **SUP. BURKE:** 34. MOVED BY KNABE, SECONDED BY MOLINA; WITHOUT  
23 OBJECTION, SO ORDERED. AND I THINK YOU WERE HOLDING NUMBER 48  
24 ALSO. WOULD YOU LIKE TO MAKE YOUR COMMENTS ON THAT?

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **ARNOLD SACHS:** I COULD DO THAT. ON HARBOR KING? IT WAS ACTUALLY  
2   REGARDING FUNDING. I'M GLAD THAT YOU BROUGHT IT UP. I BROUGHT  
3   UP A FEW QUESTIONS PRIOR TO THIS MEETING REGARDING WHERE THE  
4   FUNDING IS GOING, WHEN THE MOVEMENT ABOUT OF PEOPLE. AND  
5   YOU'RE IN JUST AS MUCH OF A QUANDARY AS I WAS AND STILL  
6   HAVEN'T HAD ANY ANSWERS TO THE QUESTIONS. THANK YOU VERY MUCH  
7   FOR YOUR TIME.

8

9   **SUP. BURKE:** THANK YOU. DO YOU WANT TO CALL 48, THEN?

10

11   **SUP. MOLINA:** SUPERVISOR BURKE, ON THAT ITEM, I DON'T KNOW IF  
12   SHEILA IS GOING TO ANSWER FOR THE DEPARTMENT AGAIN, BUT I HAVE  
13   TWO QUESTIONS. AND THAT IS: THE REPORT STILL DOESN'T TELL US  
14   THE STATUS OF THE 35 EMPLOYEES THAT ARE ON HOLD. I KNOW THE  
15   DEPARTMENT CAN HEAR ME BACK THERE. AND IT DOESN'T TELL US THE  
16   100 EMPLOYEES THAT ARE ON LEAVE OF ABSENCE. I APPRECIATE THAT  
17   IT IS BETTER BULLETS AS FAR AS UNDERSTANDING WHAT'S GOING ON  
18   WITH THE CONTINGENCY SERVICES FOR MARTIN LUTHER KING. BUT WE  
19   STILL DON'T HAVE THE ANSWERS. I'M STILL NOT SATISFIED WITH  
20   CERTAINLY THE MEMO I GOT LAST WEDNESDAY, AND I AM GOING TO  
21   FOLLOW UP WITH QUESTIONS ON THAT. BUT I'M MORE CONCERNED, IT  
22   STILL DOESN'T TELL US ABOUT THE 35 EMPLOYEES THAT ARE ON HOLD.  
23   AND IT DOESN'T GIVE US A COMPLETE STATUS OF THE 100 PEOPLE  
24   THAT ARE ON LEAVE OF ABSENCE.

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **CATHY O'BRIAN:** I CAN HELP YOU WITH THOSE. THE 35 PEOPLE WHO  
2   HAVE BEEN ON HOLD HAVE BEEN REDUCED. THOSE EMPLOYEES WERE  
3   REMOVED --

4  
5   **SUP. MOLINA:** REDUCED TO WHAT NUMBER?

6  
7   **CATHY O'BRIAN:** I DON'T HAVE THE NUMBER OFF THE TOP OF MY HEAD.  
8   BUT MANY OF THOSE EMPLOYEES WERE ASSIGNED TO DIFFERENT  
9   ASSIGNMENTS. THERE'S APPROXIMATELY SIX OF THEM ARE STILL  
10   PENDING PERFORMANCE MANAGEMENT ISSUES. AND THEY'RE WORKING IN  
11   ASSIGNMENTS RIGHT NOW THAT DO NOT CHALLENGE THEIR  
12   COMPETENCIES.

13  
14   **SUP. MOLINA:** I DON'T KNOW IF THAT'S ACCEPTABLE. SO LET'S SAY  
15   IN A YEAR IF THEY NEVER PASS THEIR COMPETENCY, WE KEEP PAYING  
16   THEM?

17  
18   **CATHY O'BRIAN:** NO, THEY WON'T BE HERE IN A YEAR.

19  
20   **SUP. MOLINA:** I NEED A STATUS REPORT ON WHAT'S GOING ON WITH  
21   THESE EMPLOYEES. AND I KNOW THERE ARE 100 EMPLOYEES THAT ARE  
22   ON LEAVE OF ABSENCE. SOME OF THEM, AGAIN, ARE WORKMAN'S COMP,  
23   LONG-TERM. WE CAN UNDERSTAND THAT. BUT THE REPORT HAD A LOT OF  
24   QUESTIONS ABOUT A LOT OF PEOPLE THAT WE WEREN'T SURE ABOUT.  
25   THERE'S NO STATUS, NOTHING ON THIS REPORT THAT GIVES US THAT



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 STATUS. IF IT HAS TO BE GIVEN TO US UNDER SOME KIND OF --  
2 BECAUSE IT'S A PERSONNEL ITEM, YOU CAN DO IT THAT WAY, AS  
3 WELL. BUT I DO NEED TO HAVE THAT INFORMATION.

4

5 **CATHY O'BRIAN:** THE LEAVE OF ABSENCE PEOPLE, THERE'S 68  
6 CLINICAL PEOPLE ON THAT LIST. AND RIGHT NOW, AS YOU SAY, SOME  
7 ARE IAS AND SOME ARE LONG TERM MEDICAL LEAVES. TO GET ON THAT  
8 LIST, SUPERVISOR MOLINA, THEY HAVE TO BE ABSENT MORE THAN 90  
9 DAYS. SO THAT'S OUR PROGRAM TO TRY TO RETURN THOSE INDIVIDUALS  
10 TO WORK. WE WORK WITH THEM ON ALL OF THEIR MEDICAL  
11 DISABILITIES. THE HOLDS ARE DOWN TO 14 PEOPLE. THE HOLDS ARE  
12 DOWN TO 14, FROM 35 TO 14. AND THERE ARE SIX EMPLOYEES WHO ARE  
13 BEING HELD FOR COMPETENCIES AND 8 PENDING REASSIGNMENTS.

14

15 **SUP. MOLINA:** COULD WE HAVE THAT REPORT? BECAUSE WE DID NOT  
16 HAVE IT BEFORE.

17

18 **SHEILA SHIMA:** YES.

19

20 **SUP. MOLINA:** DID YOU WANT TO SAY SOMETHING SHIELA?

21

22 **SHEILA SHIMA:** I WAS GOING TO SAY, WE ARE WORKING WITH THE  
23 DEPARTMENT IN PULLING TOGETHER A COMPREHENSIVE REPORT THAT  
24 INCLUDES EACH OF THE ELEMENTS THAT CATHY HAS MENTIONED.

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1     **SUP. MOLINA:** AND WHEN WILL WE GET THAT?

2

3     **SHEILA SHIMA:** WE'RE HOPING TO GET THAT OUT TO YOU WITHIN THE  
4     WEEK. BY NEXT TUESDAY'S MEETING.

5

6     **SUP. MOLINA:** THANK YOU.

7

8     **SUP. BURKE:** ANY OTHER QUESTIONS?

9

10    **SUP. ANTONOVICH:** NOT ON THAT POINT. MR. FUJIOKA? THE JAIL  
11    EXPANSION THAT THE BOARD APPROVED, WE WERE SUPPOSED TO HAVE  
12    THE REPORT ON SEPTEMBER, THE PLAN. THEN IT'S BEEN MOVED TO  
13    OCTOBER. NOW IT'S BEING CONTINUED TO NOVEMBER 16TH, YET WE  
14    HAVE A PROBLEM. COULD YOU GIVE US AN UPDATE ON THE JAIL  
15    EXPANSION PLAN NEXT WEEK? SO THAT NOVEMBER 16TH OR BEFORE WE  
16    DON'T HAVE TO CONTINUE IT AGAIN?

17

18    **C.E.O. FUJUIOKA:** OKAY, WE CAN DO THAT.

19

20    **SUP. BURKE:** WITHOUT OBJECTION, WE WILL RECEIVE AND FILE ITEM  
21    48.

22

23    **SUP. ANTONOVICH:** THAT'S ALL.

24



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **SUP. BURKE:** ALL RIGHT. SUPERVISOR MOLINA? I'LL GO AND CALL  
2   SOME OF THE OTHER ITEMS. I'LL CALL ITEM NUMBER 33. AND WHEN  
3   SHE COMES BACK, WE'LL COME BACK TO HER. DO WE HAVE THE  
4   DEPARTMENT HERE? IS CHIEF TAYLOR HERE? I'LL DO MY ADJOURNMENTS  
5   FIRST. I MOVE THAT WHEN WE ADJOURN, WE ADJOURN IN MEMORY OF  
6   PEGGY SPEARS, LONG TIME VIEW PARK RESIDENT, WIFE OF RETIRED  
7   CHIEF OF THE L.A. COUNTY SHERIFF'S DEPARTMENT, REGION 2 PATROL  
8   DIVISION, CURTIS SPEARS. SHE PASSED AWAY ON OCTOBER 4TH. SHE  
9   LEAVES TO CHERISH HER MEMORY HER HUSBAND, CHIEF CURTIS SPEARS  
10   AND DAUGHTER PATRICE BOOKER.

11

12   **SUP. ANTONOVICH:** ALL MEMBERS.

13

14   **SUP. BURKE:** RON PRESCOTT, RETIRED DEPUTY SUPERINTENDENT FOR  
15   LAUSC AND CHIEF LOBBYIST FOR THE BOARD OF EDUCATION WHO PASSED  
16   AWAY OCTOBER 12 FROM PANCREATIC CANCER. HE LEAVES TO CHERISH  
17   MEMORY, HIS MOTHER AND HIS FIANCE KAREN AND SISTER PATRICIA  
18   PRESCOTT-MARSHALL.

19

20   **SUP. ANTONOVICH:** ADD ME TO RON. I WORKED WITH HIM BOTH -- WE  
21   WERE CLASSMATES ALONG IN COLLEGE BUT ALSO WHEN HE WAS  
22   REPRESENTING THE DISTRICT AND I WAS IN THE STATE LEGISLATURE.

23

24   **SUP. BURKE:** ALL MEMBERS. I REMEMBER HIM AS A BOATER. HE WAS  
25   VERY INTERESTED IN BOATING. AND ROBERT C. MURCHISON, THE





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 FORMER LOS ANGELES COUNTY DEPARTMENT OF HEALTH SERVICE  
2 PHYSICIAN. MOST CURRENTLY A CONTRACT PROVIDER IN THE HUBERT  
3 HUMPHREY COMPREHENSIVE HEALTH CENTER, RADIOLOGY DEPARTMENT,  
4 WHO PASSED AWAY ON OCTOBER 4TH. HE LEAVES TO CHERISH HIS  
5 MEMORY HIS WIFE ALONG WITH A HOST OF FAMILY AND FRIENDS. AND  
6 MUHAMMAD A. NASSARDEEN, WHO WAS THE FOUNDER OF RECYCLING BLACK  
7 DOLLARS WHO ENCOURAGED AFRICAN-AMERICANS AND OTHERS TO  
8 PATRONIZE AFRICAN-AMERICAN OWNED BUSINESSES AND PROMOTE THE  
9 NEED FOR REVITALIZING THE COMMUNITY IN ISSUES SUCH AS  
10 UNEMPLOYMENT. HE PASSED AWAY OCTOBER 11TH AT THE AGE OF 54. HE  
11 LEAVES TO CHERISH HIS MEMORY HIS WIFE, JENNIFER, DAUGHTERS  
12 ALICIA, KALITA AND RAVEN, SON RAHEEM AND HIS MOTHER, AMINA  
13 NASSARDEEN. THOSE ADJOURNMENTS ARE APPROVED. I WOULD LIKE NOW  
14 TO INTRODUCE ADJOURNMENTS FOR SUPERVISOR YAROSLAVSKY. ESTHER  
15 RASBACH, WHO RECENTLY PASSED AWAY, THE WIDOW OF THE MUCH  
16 BELOVED PASTOR, HUBERT "H.K." RASBACH, WHO MINISTERED TO HOPE  
17 LUTHERAN CHURCH IN HOLLYWOOD FOR 47 YEARS UNTIL HIS PASSING IN  
18 1994. AND THE MOTHER OF HOPE, AND HOLLYWOOD'S CURRENT  
19 MINISTER, PASTOR MARK RASBACH. IT WAS SAID OF ESTHER AND HER  
20 FAMILY THEY EXEMPLIFIED THE REAL MEANING OF FAMILY, FAITH,  
21 INVOLVEMENT, PURCHASE, AND VALUES. SHE IS SURVIVED BY HER FOUR  
22 CHILDREN, PASTOR MARK RASBACH, SHARON GOLDSMITH, JUDY SWENSON,  
23 AND PAT RASBACH, OTHER FAMILY MEMBERS AS WELL AS FRIENDS. SHE  
24 WILL BE DEEPLY MISSED. AND JOSEPH WICHMANN, A RESIDENT OF  
25 SYLMAR, WHOSE LIFE WAS TRAGICALLY CUT SHORT AT THE AGE OF 32



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 WHEN HE WAS STRUCK AND KILLED BY A HIT-AND-RUN DRIVER. HE WAS  
2 THE NEPHEW OF JOE LOZANO, LONG-TIME COMMUNITY ACTIVIST IN  
3 MISSION HILLS, WHO WAS KIND ENOUGH TO CHAUFFER THE SUPERVISOR  
4 DURING THE 2000 CHRISTMAS PARADE. IN ADDITION TO HIS UNCLE,  
5 JOSEPH IS SURVIVED BY HIS PARENTS KENNETH, VIRGINIA, AND TWO  
6 BROTHERS, EDWARD AND TOMMY, THREE SISTERS, JULIE, VIVIAN AND  
7 BARBIE AND OTHER FAMILY MEMBERS. THOSE ARE FOR SUPERVISOR  
8 YAROSLAVSKY WITHOUT OBJECTION, SO ORDERED. SUPERVISOR MOLINA,  
9 YOU WERE UP BUT I HAD CALLED 33 IF THERE'S NO OBJECTION THEN  
10 WE'LL COME RIGHT BACK TO YOU.

11

12 **SUP. MOLINA:** NO PROBLEM.

13

14 **SUP. BURKE:** I HAVE A FEW QUESTIONS. CAN YOU GIVE US SOME --  
15 JUST A BRIEF UNDERSTANDING OF WHAT THE RESULTS WERE OF THE  
16 PHASE 1 REPORT?

17

18 **ROBERT TAYLOR:** YES, SUPERVISOR BURKE, HONORABLE MEMBERS OF THE  
19 BOARD. BASED ON THE INITIAL ANALYSIS THAT WAS COMPLETED TO  
20 DATE, THERE ARE A FEW AREAS THAT HAVE BEEN IDENTIFIED WHERE  
21 RACIAL DISPARITY MAY EXIST. SOME OF THOSE AREAS REALLY PRESENT  
22 US WITH VERY GOOD OPPORTUNITIES FOR REDUCING THE APPEARANCE OF  
23 ANY DISPARITY THAT MAY EXIST IN ORDER TO REALLY INSURE THAT  
24 THE SYSTEM IS NEUTRAL AND THAT THE SYSTEM IS COLORBLIND. IT  
25 APPEARS THAT AS YOUTH PROGRESS THROUGH THE COUNTY OF LOS



The Meeting Transcript of  
The Los Angeles County Board of Supervisors

1 ANGELES JUVENILE JUSTICE SYSTEM THAT THERE'S AN  
2 OVERREPRESENTATION OF YOUTH OF COLOR AND THAT THE OUTCOMES  
3 BECOME MORE SIGNIFICANT AS YOUTH PROGRESS FROM THE INITIAL  
4 POINT OF ARREST THROUGH THE SYSTEM, THROUGH CRIMINAL FILING  
5 AND THROUGH SENTENCING. A NUMBER OF AREAS HAVE BEEN IDENTIFIED  
6 BY THIS PROJECT IN PHASE 1, BUT THERE IS A NEED, REALLY, TO DO  
7 A MORE THOROUGH ANALYSIS AND INVESTIGATION OF THESE PARTICULAR  
8 ISSUES. SOME PRELIMINARY FINDINGS INDICATE THAT THERE'S A  
9 HIGHER NUMBER OF YOUTH OF COLOR DETAINED ON WARRANTS AND ON  
10 PROBATION VIOLATIONS AND A HIGHER NUMBER OF DETENTIONS,  
11 DETENTION OVERRIDES, THAT HAVE THE POTENTIAL FOR BEING  
12 PROBLEMATIC FOR US. AND WE BELIEVE THAT WE CAN SUCCESSFULLY  
13 WORK ON THESE ISSUES TO REDUCE DISPROPORTIONALITY IN THE  
14 JUVENILE JUSTICE SYSTEM. WE REALLY WANT TO INSURE THAT THERE  
15 IS NEUTRALITY IN THE SYSTEM, AND THAT'S ONE OF THE PURPOSES  
16 FOR THIS STUDY. THERE IS A HIGHER PERCENTAGE OF CRIMINAL  
17 FILINGS, AS I INDICATED. THERE'S A HIGHER, ALSO, LEVEL OF  
18 INCARCERATION. SO THAT'S A SUMMARY, SUPERVISOR.

19  
20 **SUP. BURKE:** WELL ONE THING IS THAT MY UNDERSTANDING IS, 23% OF  
21 THE ARRESTS OF YOUTH ARE AFRICAN-AMERICAN. AND THAT'S OF  
22 COURSE ALMOST TWICE THE POPULATION OF THOSE YOUTH. BUT THEN  
23 WHEN YOU LOOK AT THE NUMBER IN CAMP, IT'S 36 PERCENT IN CAMP.  
24 SO THERE'S REALLY A DISPROPORTIONATE NUMBER OF THOSE WHO ARE  
25 SENTENCED TO CAMP OVER THE NUMBER THAT ARE ACTUALLY ARRESTED.



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 AND OF COURSE THIS IS THE KIND OF AN ISSUE THAT WE DO HAVE TO  
2 STUDY. IT'S WHAT HAPPENS BETWEEN WHY IS THERE SO MANY MORE  
3 WHERE DETENTION IS ASSIGNED FOR AFRICAN-AMERICAN YOUTH? 10  
4 PERCENT, 13 PERCENT MORE THAN IF YOU LOOK AT THOSE WHO GO  
5 COMPARABLE, WHO GO INTO THE COURT SYSTEM OR WHO ARE ARRESTED.  
6 SO I THINK THIS STUDY IS VERY IMPORTANT. NOW, IS THERE ANY  
7 BREAKDOWN BY ZIP CODE OR DISTRICT OR SPA THAT GIVES US ANY  
8 INFORMATION?

9

10 **ROBERT TAYLOR:** NOT AT THIS POINT. WE HOPE TO HAVE THAT  
11 INFORMATION AT THE END OF PHASE 2.

12

13 **SUP. BURKE:** NOW, THERE'S A SUBCOMMITTEE, IS THAT CORRECT?

14

15 **ROBERT TAYLOR:** YES, SUPERVISOR.

16

17 **SUP. BURKE:** WHO MAKES UP THAT SUBCOMMITTEE?

18

19 **ROBERT TAYLOR:** THE SUBCOMMITTEE IS COMPOSED OF REPRESENTATIVES  
20 FROM THE DISTRICT ATTORNEY'S OFFICE, THE DEFENDER'S OFFICE,  
21 THE SUPERIOR COURT, JUVENILE COURT, THE POLICE CHIEF'S  
22 ASSOCIATION OF LOS ANGELES COUNTY, THE LOS ANGELES COUNTY  
23 SHERIFF'S DEPARTMENT, THE LOS ANGELES POLICE DEPARTMENT AND  
24 THE CCJCC.

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1    **SUP. BURKE:** WILL WE HAVE A CHANCE TO SEE THE DATA AT THE END  
2    OF PHASE 2?

3

4    **ROBERT TAYLOR:** YES, SUPERVISOR.

5

6    **SUP. BURKE:** AND THE RESULT OF THAT SUBCOMMITTEE AND WHAT THEIR  
7    RECOMMENDATIONS ARE?

8

9    **ROBERT TAYLOR:** YES, SUPERVISOR BURKE.

10

11   **SUP. BURKE:** SO YOU'LL COME BACK TO US AT THAT POINT AND WE  
12   WILL HAVE A REPORT AVAILABLE ON PHASE 2?

13

14   **ROBERT TAYLOR:** YES. THAT'S CORRECT.

15

16   **SUP. BURKE:** I HAVE NO OTHER-- ANY OTHER QUESTIONS? I'LL MOVE  
17   THE APPROVAL OF ITEM 33.

18

19   **ROBERT TAYLOR:** THANK YOU, SUPERVISOR.

20

21   **SUP. BURKE:** SECONDED BY ANTONOVICH; WITHOUT OBJECTION, SO  
22   ORDERED. SUPERVISOR MOLINA.

23

24   **SUP. MOLINA:** THANK YOU. FIRST OF ALL, LET ME DO -- I HAVE AN  
25   ADJOURNMENT. I'D LIKE TO ASK THAT WE ADJOURN IN MEMORY OF



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 CARLOS RAMIREZ WHO IS THE BELOVED FATHER OF CAROL RAMIRIZ, MY  
2 APPOINTEE TO THE LOS ANGELES CITY-COUNTY NATIVE AMERICAN  
3 INDIAN COMMISSION. WE WANT TO EXTEND OUR DEEPEST CONDOLENCES  
4 TO CAROL AND HER ENTIRE FAMILY. I'D LIKE TO CALL UP ITEM  
5 NUMBER 38 AND 39. THESE ITEMS ARE CLAIMS, BOARD  
6 RECOMMENDATIONS. AND I PULL THEM OUT BECAUSE UNFORTUNATELY IT  
7 VIOLATES THE, TO ME, THE PROMISE THAT WAS MADE BY COUNTY  
8 COUNSEL ABOUT THESE SUMMARIES. AND IF YOU LOOK AT THE SUMMARY  
9 FOR ITEM NUMBER 39, IT'S COMPLETE AND IT'S THOROUGH. THE  
10 PUBLIC NEEDS TO KNOW -- AND WE ALWAYS SAID THAT IT WOULDN'T DO  
11 US A BIT OF GOOD IF THESE WERE GOING TO BE SO SUMMARIZED THAT  
12 IT DIDN'T MAKE SENSE. ON 39, CLEARLY IT TELLS YOU THE WHO,  
13 WHAT, WHERE, HOW, WHY, AND WHEN. THEN YOU GET TO ITEM 38 AND  
14 THIS IS WHAT IT IS. THIS IS A RECOMMENDATION TO SETTLE  
15 POTENTIAL CONTRACT CLAIM BY THE COUNTY OF LOS ANGELES AGAINST  
16 MEDQUEST TRANSCRIPTIONS, THE PROVIDER OF TRANSCRIPTION  
17 SERVICES TO THE COUNTY. MEDQUEST HAS OFFERED THE COUNTY  
18 126,000 AS CREDIT TO BE APPLIED TOWARD FUTURE TRANS-- IN  
19 ACCEPTING THIS CREDIT, THE COUNTY WOULD AGREE TO TRANSFER AND  
20 ASSIGN ITS RIGHT TO OPT OUT AS A MEMBER OF A PUTATIVE CLASS IF  
21 THE CLASS IS CERTIFIED IN THE PENDING -- MAKES NO SENSE.

22

23 **RAY FORTNER, COUNSEL:** MADAME CHAIR, SUPERVISOR MOLINA. IN  
24 DISCUSSIONS WITH YOUR STAFF AND IN LOOKING AT THIS OURSELVES,  
25 WE HAVE REVISED AND EXPANDED THAT CASE SUMMARY. AND



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 UNFORTUNATELY, IT OBVIOUSLY HAS NOT BEEN DISTRIBUTED TO YOU OR  
2 YOUR STAFF. I BELIEVE IT WAS GIVEN TO THE EXECUTIVE OFFICE  
3 THIS MORNING FOR CONSIDERATION WITH THE ITEM.

4

5 **SUP. MOLINA:** WHO IS GOING TO BE OVERSEEING THESE CASE  
6 SUMMARIES? YOURSELF? LEELA? WHO IS GOING TO DO THAT?

7

8 **RAY FORTNER, COUNSEL:** WE ALL LOOK AT IT FROM THE STAFF  
9 ATTORNEY.

10

11 **SUP. MOLINA:** HOW DID THIS ONE GET BY SOMEWHERE? SOMEBODY NEEDS  
12 TO UNDERSTAND THE COMMITMENT THAT WAS MADE. OTHERWISE WE'RE  
13 GOING TO HAVE TO GO BACK TO THE OLD WAY.

14

15 **RAY FORTNER, COUNSEL:** I UNDERSTAND. AND THE SMITH SUMMARY, I  
16 FELT, WAS EXCELLENT. I THINK BECAUSE THIS IS A CONTRACT,  
17 ESSENTIALLY A RESOLUTION OF SOME CONTRACT CLAIMING ISSUES,  
18 WHICH IS RESULTING IN SOME MONEY COMING INTO THE COUNTY, WE  
19 MAY NOT HAVE GIVEN IT THE SAME KIND OF ATTENTION AND SEEN IT  
20 AS A LIABILITY CASE WHERE -- THAT HAS BEEN OUR FOCUS IN THESE  
21 CASE SUMMARIES. SO WE DO HAVE AND I WILL GET COPIES TO YOU AND  
22 YOUR STAFF TO SEE IF YOU THINK THIS IS A LITTLE MORE ADEQUATE.  
23 IT HAS BEEN EXPANDED OUT TO BETTER DESCRIBE THE CONTRACT  
24 SITUATION AND THE REASON WHY WE THINK ACCEPTING THIS CREDIT





The Meeting Transcript of  
The Los Angeles County Board of Supervisors

1 AGAINST MEDQUEST CHARGES IS IN OUR INTEREST, AND I THINK WOULD  
2 EXPLAIN TO THE PUBLIC EXACTLY WHAT TRANSPIRED HERE.

3

4 **SUP. MOLINA:** BECAUSE THAT'S WHAT THIS ISSUE IS, IS SO THAT THE  
5 PUBLIC UNDERSTANDS WHAT WE'RE DOING. EVEN THOUGH IT'S A  
6 CREDIT, AT THE SAME TIME. AND I DON'T WANT TO BE RESPONSIBLE  
7 FOR LOOKING AT EVERY SINGLE ONE OF THEM AND MAKING A GAUGE AS  
8 TO WHETHER THE PUBLIC UNDERSTANDS THIS OR NOT. BUT THIS WAS  
9 CLEARLY AN EXAMPLE OF ONE THAT MADE NO SENSE TO -- AT LEAST TO  
10 -- IT DOESN'T TELL AT ALL THE BASICS OF WHAT THE CASE IS  
11 ABOUT. SO, YOU ALL WANTED TO DO IT DIFFERENTLY. YOU WANTED TO  
12 CREATE THESE SUMMARIES. AGAIN, THAT'S FINE, BUT IT HAS TO BE  
13 DONE COMPREHENSIVELY SO THAT THE PUBLIC UNDERSTANDS.

14

15 **RAY FORTNER, COUNSEL:** WELL GOOD. SMITH IS THE MODEL THAT WE  
16 WOULD TRY TO CONTINUE TO FOLLOW AND I BELIEVE THIS ONE NOW  
17 DOES. AND I'M SORRY IT WASN'T PROVIDED TO YOU AND YOUR STAFF.

18

19 **SUP. KNABE:** DO WE GET TO SEE IT?

20

21 **RAY FORTNER, COUNSEL:** YES. I DON'T KNOW HOW MANY COPIES WE  
22 HAVE HERE.

23

24 **SUP. MOLINA:** ALL RIGHT. BECAUSE 38 HAS BEEN CONTINUED FOR A  
25 WEEK, ANYWAY. SO WE WILL HAVE AN OPPORTUNITY TO SEE THAT, AS I



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 UNDERSTAND. SO 38 WILL BE CONTINUED FOR A WEEK. AND IT IS MY  
2 UNDERSTANDING 39 WILL BE APPROVED TODAY.

3

4 **SUP. BURKE:** 38 HAS BEEN CONTINUED WITHOUT OBJECTION. AND 39  
5 YOU'RE MOVING TOO?

6

7 **SUP. KNABE:** I HAVE A QUESTION ON 39.

8

9 **SUP. BURKE:** SUPERVISOR KNABE?

10

11 **SUP. KNABE:** WELL, IN REVIEWING THE CORRECTIVE ACTION PLAN FOR  
12 THIS CASE, THERE REALLY WASN'T ANY MENTION OF A SYSTEMATIC  
13 WORK THAT DCFS IS DOING WITH CHILD SUPPORT SERVICE TO MAKE  
14 SURE THAT THE LINES OF COMMUNICATION BETWEEN THE DEPARTMENT IS  
15 CLEAR. THIS IS PURSUANT TO MY MOTION LAST YEAR. I WOULD JUST  
16 ASK IF YOU COULD BRIEFLY TELL US THE STATUS OF THOSE EFFORTS.  
17 BECAUSE OBVIOUSLY THE SITUATION, I THINK, AS A RESULT OF THIS  
18 LAWSUIT WERE COMPLETELY AVOIDABLE BUT WE'RE PRETTY ENCOURAGED  
19 BY SOME OF THE INNOVATIVE THINGS THAT THE DEPARTMENTS ARE  
20 DOING TO MAKE SURE SOMETHING LIKE THIS DOESN'T HAPPEN AGAIN.  
21 SO THE CORRECTIVE ACTION'S THERE. I THINK YOU NEED TO LET US  
22 KNOW AND LET THE PUBLIC KNOW SOME OF THE GOOD THINGS THAT ARE  
23 HAPPENING. MAYBE YOU COULD GIVE US A STATUS OF THAT  
24 COLLABORATION.

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **PATRICIA PLOEHN:** CERTAINLY. TRISH PLOEHN, DCFS.

2

3   **LISA GARRET:** AND LISA GARRETT FROM THE CHILD SUPPORT SERVICES  
4   DEPARTMENT.

5

6   **PATRICIA PLOEHN:** AND YES, WE HAVE MADE SIGNIFICANT  
7   IMPROVEMENTS OVER THE LAST YEAR. WE'VE GOT A JOINT GROUP THAT  
8   WAS ESTABLISHED IN AUGUST OF '06 THAT MEETS MONTHLY TO MAKE  
9   SURE WE HAVE FULLY INTEGRATED SERVICES BETWEEN OUR TWO  
10   DEPARTMENTS. WE'VE ASSIGNED LIAISONS FOR EVERY ONE OF OUR 28  
11   OFFICES AND THEY HAVE BEEN FULLY TRAINED. WE HAVE A PILOT  
12   GOING ON IN THREE OFFICES. AND IT'S A SUCCESSFUL PILOT AND WE  
13   PLAN TO EXPAND THAT PILOT OVER THE NEXT YEAR. WE HAVE  
14   SIGNIFICANT TRAINING GOING ON BETWEEN THE TWO DEPARTMENTS. THE  
15   DEPARTMENT OF CHILDREN AND FAMILY SERVICES HAS TRAINED BOTH  
16   THE STATE AND LOCAL CHILD SUPPORT AGENCIES. AND CSSD HAS  
17   TRAINED ALL 18 OF MY DCFS OFFICES. CSSD IS ALSO, AND THIS HAS  
18   BEEN PARTICULARLY HELPFUL, HAS INCREASED THE ACCESS TO MY  
19   DEPARTMENT TO THEIR COMPUTER SYSTEM. AND THAT IS THEIR LOCAL  
20   SYSTEM. THEY ARE NOW MOVING OVER TO A STATE SYSTEM, AND WE ARE  
21   GOING TO BE GIVEN ACCESS TO THAT SYSTEM. AND COUNTIES ALL OVER  
22   THE STATE ARE LOOKING AT US TO SEE IF THAT'S WORKING OUT AND  
23   WANT TO REPLICATE WHAT WE'RE DOING HERE IN LOS ANGELES. LAST  
24   MONTH ON SEPTEMBER 19TH, I BELIEVE IT WAS, WE HAD A SUMMIT  
25   THAT INCLUDED BOTH OF OUR DEPARTMENTS AS WELL AS PROBATION AND



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 DPSS. OVER 400 PEOPLE CAME AND IT REALLY TALKED ABOUT BEST  
2 PRACTICES AND BETTER COMMUNICATION BETWEEN ALL OF OUR HUMAN  
3 SERVICE AGENCIES.

4

5 **SUP. KNABE:** I WAS THERE.

6

7 **PATRICIA PLOEHN:** YOU WERE.

8

9 **SUP. KNABE:** IT WAS A GREAT TURNOUT. THE FACT THAT EVERYONE WAS  
10 THERE TO COLLABORATE, I MEAN THAT WAS JUST AN OUTSTANDING  
11 TRAINING EFFORT.

12

13 **PATRICIA PLOEHN:** IT REALLY WAS. AND IT WENT ON ALL DAY LONG.  
14 AND THEY CAME UP WITH A PLAN TO DEVELOP AN INTEGRATED PLAN  
15 THAT'S BEING DEVELOPED RIGHT NOW. WE'VE DONE A LOT OF WORK  
16 AROUND RESEARCHING OF BEST PRACTICES, BOTH WITHIN OUR STATE AS  
17 WELL AS STATES AROUND THE NATION. AND WE'RE REALLY TIGHTENING  
18 UP ON REFERRALS THAT WE'RE MAKING TO CHILD SUPPORT SO WE'RE  
19 NOT MAKING INAPPROPRIATE REFERRALS TO THEM AND CAUSING THEM  
20 UNDUE WORK. WE'RE WORKING A LOT ON OUR COMPUTER SYSTEMS AND  
21 INTEGRATING THE ABILITY OF OUR TWO SYSTEMS TO COMMUNICATE WITH  
22 ONE ANOTHER. WE DID A 100 PERCENT DATA MATCH BETWEEN CHILDREN  
23 IN OUR SYSTEM AND CHILDREN IN THE CHILD SUPPORT SYSTEM. AND,  
24 LASTLY, WE ARE IN THE PROCESS OF MOVING INTO A BUILDING



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 TOGETHER, 83RD AND VERMONT. WE WILL HAVE BOTH CHILD SUPPORT  
2 AND DCFS STAFF JOINTLY LOCATED.

3

4 **SUP. KNABE:** THANK YOU. DO YOU HAVE ANYTHING TO ADD?

5

6 **LISA GARRETT:** I CERTAINLY DO, SUPERVISOR. I'D JUST LIKE TO SAY  
7 THAT ALTHOUGH THE COLLABORATION WORK STARTED WITH 4-A, 4-D AND  
8 4-E, A BIT BEFORE THE MOTIONS, IT WAS AFTER THE MOTIONS THAT  
9 THE IMPETUS FOR COLLABORATION BETWEEN OUR DEPARTMENTS REALLY  
10 TOOK FULL SPEED. SO I WANTED TO SAY THANK YOU FOR WHAT YOU'VE  
11 DONE. I BELIEVE IT'S KIND OF A PRECURSOR TO THE WHOLE CLUSTER  
12 SYSTEM THAT WE HAVE NOW. AND I THINK THAT WE HAVE DONE GREAT  
13 WORK OVER THE LAST TWO YEARS. AND I FORESEE THAT IT'S GOING TO  
14 CONTINUE IN THE FUTURE. SO I'D JUST LIKE TO SAY THANK YOU TO  
15 YOU ALL.

16

17 **SUP. KNABE:** THANK YOU.

18

19 **PATRICIA PLOEHN:** AND I'D ALSO LIKE TO THANK STEVEN GOLIGHTLY  
20 AND PHILIP BROWNING, WHO AT ONE TIME ALSO SUPERVISED CSSD,  
21 BECAUSE THEY DID A LOT OF LEADERSHIP AROUND MAKING SURE WE HAD  
22 GOOD PROCESSES.

23

24 **SUP. KNABE:** THANK YOU.

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1    **LISA GARRETT:** THANK YOU, SUPERVISOR.

2

3    **SUP. KNABE:** MOVE THE ITEM.

4

5    **SUP. BURKE:** ITEM 39 MOVED BY KNABE. SECONDED BY MOLINA;  
6    WITHOUT OBJECTION, SO ORDERED.

7

8    **SUP. MOLINA:** ITEM 50. COST OF LITIGATION? COST MANAGER?

9

10   **SUP. BURKE:** ITEM 40?

11

12   **SUP. MOLINA:** 50.

13

14   **SUP. BURKE:** 50!

15

16   **RAY FORTNER, COUNSEL:** MADAME CHAIR, MEMBERS OF THE BOARD. THIS  
17   IS THE ANNUAL REPORT OF THE LITIGATION COST MANAGER. EARLIER  
18   THIS MONTH, A COUPLE OF WEEKS AGO, THE LITIGATION COST MANAGER  
19   FILED A SUPPLEMENTAL REPORT TO THE REPORT THAT HAD BEEN FILED  
20   IN JUNE, WHICH AT THAT TIME DIDN'T HAVE THE COMPLETE NUMBERS  
21   FOR THE YEAR. AT THIS TIME, MR. ESTABROOK, THE LITIGATION COST  
22   MANAGER, IS HERE. AND I WOULD TURN TO HIM IF THAT'S AGREEABLE  
23   TO THE BOARD.

24



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1    **SUP. MOLINA:** BEFORE I START DISCUSSING THIS, I DO HAVE A  
2    MOTION THAT I'D LIKE TO INTRODUCE ON THIS ITEM AND THEN I HAVE  
3    SOME QUESTIONS THAT I WANT TO ASK. EACH YEAR THE BOARD OF  
4    SUPERVISORS SEES TWO REPORTS WHICH DETAIL THE COUNTY'S LEGAL  
5    AND MANAGEMENT LOSSES AND COSTS. ONE IS THE COUNTY COUNSEL'S  
6    LITIGATION COST MANAGER'S ANNUAL REPORT, WHICH WE'RE HEARING  
7    TODAY. AND THE OTHER IS THE CHIEF EXECUTIVE OFFICER'S RISK  
8    MANAGEMENT ANNUAL REPORT WHICH ANALYZES THE COUNTY'S FISCAL  
9    YEAR LOSSES AND COSTS IN WORKMEN'S COMPENSATION, GENERAL  
10   LIABILITY, VEHICLE LIABILITY, AND MEDICAL PRACTICE SELF-  
11   INSURED PROGRAMS. BOTH REPORTS ARE CRUCIAL IN GIVING THE  
12   PUBLIC AN ACCOUNTING OF LOS ANGELES COUNTY'S LEGAL FEES AND  
13   THE COUNTY'S RISKS, HAZARDS AND EXPOSURES, RESPECTIVELY.  
14   CURRENTLY, THE LITIGATION COST MANAGER'S REPORT IS SCHEDULED  
15   FOR PRESENTATION TO THE BOARD WHEN THE BUDGET IS ADOPTED EACH  
16   JUNE. AND THE RISK MANAGER'S REPORT IS ISSUED SIX MONTHS AFTER  
17   THE END OF EACH FISCAL YEAR. BOTH REPORTS SHOULD BE RELEASED  
18   SIMULTANEOUSLY TO GET A FULLER, MORE ACCURATE PICTURE OF THE  
19   COUNTY'S FINANCIAL LOSSES FOR ONE FISCAL YEAR AND TO ASSESS  
20   THE PROGRESS, IF ANY, TO REDUCE THE COUNTY'S RISKS AND  
21   EXPOSURE TO LIABILITY. I THEREFORE MOVE THE LITIGATION COST  
22   MANAGER'S ANNUAL REPORT AND THE RISK MANAGER'S ANNUAL REPORT  
23   BE PRESENTED TO THE BOARD AT THE MEETING SCHEDULED BY THE  
24   C.E.O. FOR ADOPTION OF THE SUPPLEMENTAL BUDGET IN SEPTEMBER.  
25   THE WRITTEN REPORT SHALL BE DUE 14 DAYS PRIOR TO THE MEETING.





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 I FURTHER MOVE THAT IN ADDITION TO THESE SEPARATE REPORTS, THE  
2 LITIGATION COST MANAGER AND THE RISK MANAGER COLLABORATE IN  
3 PREPARING A JOINT REPORT FOR THAT MEETING THAT IDENTIFIES  
4 SPECIFIC PROJECTS OR ACTIONS ACCOMPLISHED DURING THE YEAR THAT  
5 SUPPORTED THE GOAL OF RISK MANAGEMENT AND THE REDUCTION OF THE  
6 COUNTY'S EXPSURE TO LITIGATION AND IDENTIFIES GOALS AND  
7 OBJECTIVES FOR THE SUBSEQUENT YEAR.

8

9 **SUP. KNABE:** MADAME CHAIR, I'LL SECOND THAT. THAT'S A GREAT  
10 MOTION.

11

12 **SUP. MOLINA:** OKAY. WELL, THANK YOU. AGAIN, THIS IS A MOTION  
13 THAT IS BASICALLY BASED ON JUST TRYING TO GET AN ASSESSMENT,  
14 AN UNDERSTANDING. AND HOPEFULLY, I KNOW THAT YOU NEEDED AN  
15 EXTENSION THIS LAST TIME. BUT HOPEFULLY WE'LL GET IT  
16 BEFOREHAND AS FAR AS OUR SUPPLEMENTAL BUDGET IS CONCERNED. SO  
17 THIS MOTION WILL GO A LONG WAY. ANYWAY, I WANT TO START ASKING  
18 SOME QUESTIONS WITH REGARD TO THE OVERALL LITIGATION REPORT  
19 MANAGER. CERTAINLY WHEN WE LOOK AT THE ISSUES HERE OF  
20 JUDGMENTS, SETTLEMENTS AS WELL AS COSTS, WE SEE UPWARDS  
21 SPIRAL. AND ANYONE COULD SAY "OH, WELL THAT HAPPENS." AND I  
22 UNDERSTAND THAT'S ONE OF THE EXPLANATIONS. BUT IT CERTAINLY  
23 ISN'T SUFFICIENTLY CLEAR TO ME AS TO WHAT WE ARE DOING TO  
24 PREVENT THIS KIND OF CONTINUING SPIRAL -- THIS MOVEMENT UP.  
25 WHEN WE LOOK AT THE TWO YEARS, WHEN WE LOOK AT WHEN IT WAS AT



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 59 MILLION AND THEN WE SAID WAIT A MINUTE, WE HAVE TO START  
2 CONTROLLING OUR LEGAL COSTS, WE HAVE TO DEVELOP BETTER  
3 STRATEGIES. SUPERVISOR BURKE AND I INTRODUCED THE MOTION OF  
4 THE COST LITIGATION MANAGER TO START MANAGING SOME OF THESE  
5 ISSUES, GETTING BETTER CONTROL OF THEM. OF COURSE, WE DID SEE,  
6 ONCE WE HAD A COST LITIGATION MANAGER IN PLACE, WE SAW NOT  
7 ONLY A DOWNWARD SPIRAL BUT A LEVELING OF SOME OF THESE. THEN  
8 OF COURSE WE HAD THIS DISRUPTION WITH THE FIRING OF THE COST  
9 LITIGATION MANAGER. AND NOW HOPEFULLY WITH YOU COMING ON NOW.  
10 AGAIN, UNFORTUNATELY WE CAN SAY "THIS DOES HAPPEN IN ANY KIND  
11 OF LEGAL SITUATION." BUT IT'S OBVIOUSLY MORE THAN A  
12 COINCIDENCE. AND SO THE REPORT CLEARLY SAYS THAT WE HAVE SOME  
13 PROBLEMS GOING ON IN THIS AREA. SO DO YOU WANT TO SHARE WITH  
14 US WHAT YOU THINK THAT MIGHT BE?

15

16 **STEVEN ESTABROOK:** SUPERVISOR MOLINA, I'D BE HAPPY TO. THE  
17 CHART THAT'S ON DISPLAY INDICATES THAT THERE'S AN UPWARD  
18 TREND. AND IN FACT IN THE ACCOUNTS, IN THE SETTLEMENTS, I'M  
19 SORRY -- THANK YOU. ON THE ACCOUNTS PAID, THERE IS SUCH A  
20 TREND. HOWEVER, WE ALSO REPORT THE SETTLEMENTS APPROVED. AND  
21 THE SETTLEMENTS APPROVED INDICATE THAT AS FAR AS AN UPWARD  
22 TREND IS CONCERNED, WE HAVE A FAIRLY STABLE SITUATION IN  
23 SETTLEMENTS AND JUDGMENTS. NOW, WE HAVE TO SEPARATE WHAT'S  
24 BEING PAID AS OPPOSED TO WHAT'S BEING APPROVED IN A YEAR-TO-  
25 YEAR BASIS. BECAUSE WHEN YOU ANALYZE SETTLEMENTS AND JUDGMENTS



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 SUCH AS IN THE CHART HERE, IT'S VERY EASY TO LOOK AND SEE  
2 SPIKES AND UPWARD TRENDS AND DOWNWARD TRENDS AND SO FORTH.  
3 SOME OF THOSE TRENDS ARE CAUSED BY LARGE JUDGMENTS AND  
4 VERDICTS. SO THOSE HAVE TO BE TAKEN AWAY FROM AN ANALYSIS OF A  
5 TREND. AND ONE HAS TO ANALYZE, WHAT'S HAPPENING YEAR-TO-YEAR?  
6 NOW, IF WE LOOK AT THE JUDGMENTS AND SETTLEMENTS CHART, WE SEE  
7 A BIG DROP-OFF BETWEEN '03 AND '04. NOW, WHY IS THAT? AND THE  
8 ANSWER SOMETIMES IS "WELL, WE HAD SOMEONE COME ON BOARD AND  
9 ALL OF A SUDDEN WE HAVE A \$30 MILLION DROP-OFF. NOW, WE ALL  
10 KNOW THAT WE DON'T HAVE A \$30 MILLION DROP-OFF IN JUDGMENTS  
11 AND SETTLEMENTS OVERNIGHT. IT DOESN'T HAPPEN THAT WAY. THE  
12 BIGGER QUESTION IS WHAT HAPPENED BETWEEN '03 AND '04, AND WHY  
13 DID WE HAVE THAT SUDDEN DROP-OFF? AND THEN WHY ARE WE HAVING  
14 NOW A GRADUAL INCREASE IN THE LAST, OH, TWO TO THREE YEARS FOR  
15 THIS YEAR? AND MY REPORT INDICATES THAT IF WE ANALYZE SOME OF  
16 THE BIGGER JUDGMENTS AND SETTLEMENTS, WE SEE -- AND THESE HAVE  
17 BEEN IN THE HOPPER NOW FOR SEVERAL YEARS. THESE DON'T HAPPEN  
18 OVERNIGHT. SO WHEN YOU HAVE A RAMIREZ AND YOU SETTLE A CASE,  
19 WE HAVE A CASE THAT'S APPROVED IN FEBRUARY OF '06 FOR \$9  
20 MILLION, THAT HAPPENED IN '06. NOW, IF IT WAS PAID IN '06,  
21 THIS CHART WOULD LOOK DIFFERENT. BUT IT WASN'T. WE WERE ABLE  
22 TO PAY IT OVER THREE YEARS. SO THAT FIRST PAYMENT OCCURRED IN  
23 '06. THE SECOND PAYMENT OCCURRED IN '07. AND THE THIRD PAYMENT  
24 WILL BE INDICATED NEXT YEAR. BUT IF WE PUT IT IN THESE CHARTS  
25 AS FAR AS PAYMENTS, IT'S A BIT MISLEADING. SO WHAT WE REALLY



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 WANT TO FOCUS ON AND DRILL INTO ARE WHAT'S HAPPENING ON THE  
2 BASE? WHAT'S GOING ON UNDERNEATH? AND WE CAN LOOK AT THESE BIG  
3 JUDGMENTS AND SETTLEMENTS. WE CAN ANALYZE THEM. AND IT IS  
4 HELPFUL. BUT WHAT'S REALLY HELPFUL IS WHAT'S GOING ON IN TERMS  
5 OF THE DAY-TO-DAY PRACTICE OF MANAGING THE LITIGATION. NOW  
6 WHEN WE LOOK AT THIS, WE LOOK AT NOT JUST JUDGMENTS AND  
7 SETTLEMENTS, BUT WE ALSO HAVE TO LOOK AT ATTORNEYS' FEES. HOW  
8 WITH WE MANAGING THOSE?

9

10 **SUP. MOLINA:** I'VE GOT A CHART ON THAT ONE, TOO.

11

12 **STEVEN ESTABROOK:** YES. AND WE PRESENTED THAT CHART TO THE  
13 BOARD IN THE REPORT. AND WHAT WE SEE WHEN WE LOOK AT  
14 ATTORNEYS' FEES AND COSTS IS WE HAVE SOMEWHAT OF A FLAT CHART  
15 FOR THE LAST THREE YEARS, AND PRIOR TO THAT IT WAS SIMILAR.  
16 BUT WHEN WE GET TO THIS YEAR, WE HAVE AN INCREASE OF ABOUT 2-  
17 1/2 MILLION DOLLARS.

18

19 **SUP. MOLINA:** THAT ONE ALSO, GOING UP.

20

21 **STEVEN ESTABROOK:** WELL, WHEN WE SAY THEY'RE OKAY. WHEN YOU SAY  
22 THAT FEES AND COSTS ARE GOING UP, WE HAVE TO LOOK AND SEE  
23 WHERE THEY ARE. THE IN-HOUSE OR THE -- I'M SORRY, THE OUTSIDE  
24 FEES ARE DROPPING. THEY'VE DROPPED FROM '06 TO '07 BY A  
25 MILLION DOLLARS. THE OUTSIDE COSTS HAVE INCREASED BY ABOUT THE



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 SAME AMOUNT BETWEEN '06 AND '07. SO THE OUTSIDE COUNSEL FEES  
2 AND COSTS HAVE HELD STEADY FROM LAST YEAR TO THIS YEAR. AND  
3 EVEN FOR THE PRECEDING THREE YEARS. SO THAT'S SOMETHING THAT  
4 WE KNOW. NOW, THE SPIKE -- AND WITH THE CHART HERE IT LOOKS  
5 LIKE IT GOES WAY UP, BUT WE KNOW IT'S GONE UP ABOUT BY 2-1/2  
6 MILLION DOLLARS. NOW WE HAVE THE INSIDE FEES AND COSTS. NOW  
7 THE INSIDE FEES AND COSTS, WHAT HAPPENED THERE? WELL, THE  
8 INSIDE FEES WENT UP BY ABOUT \$800,000. WHY? BECAUSE MORE CASES  
9 -- AND THERE'S BASICALLY THREE REASONS THAT THAT'S HAPPENING.  
10 AND THERE ARE PROBABLY MORE, BECAUSE I'VE ONLY BEEN HERE AND  
11 BEEN ABLE TO ANALYZE THIS FOR A SHORT PERIOD OF TIME. BUT IF  
12 WE TAKE A LOOK AT THE INSIDE FEES, THE INSIDE COUNSEL ARE  
13 ASSUMING MORE RESPONSIBILITY FOR HANDLING CASES IN-HOUSE. AND  
14 THAT'S GOING TO DRIVE UP THOSE IN-HOUSE FEES. AND IT'S  
15 CONSISTENT WITH THE OUTSIDE FEES GOING DOWN. THE OTHER  
16 EXPLANATION FOR THE IN-HOUSE FEES GOING UP IS THE, NOT ONLY  
17 THE NUMBER OF CASES THAT IN-HOUSE COUNSEL ARE HANDLING, BUT AN  
18 INCREASED ABILITY TO CAPTURE THAT TIME. BECAUSE TWO YEARS AGO,  
19 THE SYSTEMS THAT THEY HAD, THEY WERE UNABLE TO CAPTURE AS MUCH  
20 TIME. AND NOW THEY'RE CAPTURING MORE TIME. FINALLY, OVER THE  
21 LAST THREE YEARS, INSIDE RATES HAVE GONE UP, OUTSIDE RATES  
22 HAVE NOT. AND THEY'VE GONE UP PRIMARILY BECAUSE THEIR RATE  
23 INCREASES ARE DUE TO INCREASES IN SALARIES AND BENEFITS. NOW,  
24 WHEN WE BILL IN-HOUSE FEES TO A FILE, BOTH SUPERVISING A FILE,  
25 WHICH IS DIFFERENT THAN HANDLING IT INSIDE. IN HANDLING IT



The Meeting Transcript of  
The Los Angeles County Board of Supervisors

1 INSIDE, THOSE FEES ARE ATTRIBUTED TO NOT ONLY THE PERSON  
2 BILLING, BUT THERE'S ALSO AN OVERHEAD OR A LOAD. AND THE LOAD  
3 IS DISTRIBUTED ACROSS THE ENTIRE DEPARTMENT, WHICH MEANS ALL  
4 OTHER ATTORNEYS IN THE DEPARTMENT, THE OVERHEAD OF THE  
5 BUILDING, THE MAINTENANCE OF THE BUILDING, ALL OF THESE AREAS  
6 ARE ADDED ON. SO WE HAVE A FEE. WE HAVE SOMEONE WHOSE SALARY  
7 MIGHT BE \$75 AN HOUR. THAT PERSON HAS TO BE BILLED AT CLOSE TO  
8 \$200 AN HOUR SO THAT THOSE COSTS ARE REFLECTED. NOW, THAT'S  
9 DISTRIBUTED ACROSS THE WHOLE DEPARTMENT. AS I SAID, IT  
10 INCLUDES THE OVERHEAD OF BUILDINGS AND SO FORTH. SO THE IN-  
11 HOUSE FEES HAVE NOW STARTED TO GO UP, WHICH IS CONSISTENT WITH  
12 HANDLING MORE CASES. IN-HOUSE COUNSEL ARE HANDLING NOW 40  
13 PERCENT OF THE CASES INSIDE. THEY HANDLE MORE OF THE GENERAL  
14 LIABILITY CASES THAN THEY HAVE HANDLED OVER THE LAST SEVERAL  
15 YEARS. THEY ARE ALSO HANDLING CASES IN LAW ENFORCEMENT, AUTO  
16 AND EMPLOYMENT. SO THEY'RE MOVING INTO ALL THOSE AREAS. SO  
17 THOSE FEES ARE GOING UP. AND WENT UP BY ABOUT \$800,000.

18  
19 **SUP. MOLINA:** MR. ESTABROOK, I APPRECIATE THE INFORMATION  
20 YOU'RE SHARING WITH US. AND I KNOW YOU'VE BEEN WITH US A SHORT  
21 PERIOD OF TIME. BUT I GUESS THE QUESTION THAT NEEDS TO BE  
22 ASKED IS, IS THIS GOING TO CONTINUE? THE UPWARD SPIRAL?

23  
24 **STEVEN ESTABROOK:** WELL, I CAN'T PREDICT WHAT WILL HAPPEN NEXT  
25 YEAR. WHAT I CAN SAY --





The Meeting Transcript of  
The Los Angeles County Board of Supervisors

1

2 **SUP. MOLINA:** WELL, BUT WE'RE TALKING ABOUT TRENDS. I MEAN, YOU  
3 JUSTIFIED -- THAT'S WHAT COST LITIGATION MANAGEMENT IS ABOUT,  
4 IS LOOKING AT TRENDS AND UNDERSTANDING. IN YOUR EXPLANATION TO  
5 US, I APPRECIATE THAT SOMEONE MIGHT SAY IS THIS COST-EFFECTIVE  
6 TO DO IT IN-HOUSE OR OUT? NOW, I THINK THAT'S AN ISSUE YOU'RE  
7 GOING TO HAVE TO START PUTTING ON YOUR RADAR SCREEN FOR HOW  
8 YOU'RE GOING TO ANALYZE THESE THINGS AND THE ISSUES.

9

10 **STEVEN ESTABROOK:** YES.

11

12 **SUP. MOLINA:** BUT ONE OF THE THINGS THAT IS ALSO A FACTOR HERE,  
13 EVEN THOUGH WE BROUGHT THE OUTSIDE FEES DOWN IN UTILIZATION  
14 AND WE WERE USING MORE IN-HOUSE. WHEN YOU LOOK AT THE RATIO,  
15 THAT IS A PROBLEM. 85 PERCENT OF THE COST OF LITIGATION WAS  
16 THE LEGAL FEES FOR OUTSIDE USE OF LAWYERS AND 15 PERCENT WAS  
17 FOR COST. BRING IT IN-HOUSE, BY COMPARISON. 75 PERCENT WAS THE  
18 COST FOR OUR LEGAL FEES. 25 PERCENT FOR COST. THAT'S A BIG  
19 DIFFERENCE. SO THE SAVINGS ISN'T AS GREAT.

20

21 **STEVEN ESTABROOK:** THANK YOU, SUPERVISOR. AND I BELIEVE -- AND  
22 I HAVE TAKEN A LOOK AT THAT IN BETWEEN WHEN THE REPORT WAS  
23 ISSUED AND TODAY. AND THERE ARE TWO THINGS THAT MUST BE  
24 CONSIDERED. WITH REGARD TO THE FEES, WE CAN'T FORGET THAT FEES  
25 ARE BEING CAPTURED NOT ONLY FOR INSIDE LAWYERS, COUNTY COUNSEL





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 WORKING ON ACTUAL CASES GOING TO COURT, BUT THEY'RE ALSO  
2 CAPTURING THEIR TIME FOR SUPERVISING CASES. SO IT'S NOT AN  
3 APPLES TO APPLES COMPARISON WHEN YOU COMPARE OUTSIDE FEES TO  
4 INSIDE FEES. INSIDE COUNSEL ARE DOING TWO THINGS. THEY'RE  
5 BILLING THEIR TIME NOT ONLY TO HANDLE CASES AND TO DEFEND THE  
6 COUNTY, BUT THEY'RE ALSO BILLING TIME IN SUPERVISING OUTSIDE  
7 LAWYERS.

8

9 **SUP. MOLINA:** THAT'S ONE THING ON TIME. BUT THAT DOESN'T  
10 EXPLAIN THE RATIO ASPECT OR THE COSTS ASSOCIATED WITH THAT.

11

12 **STEVEN ESTABROOK:** YES. IF I MAY ADDRESS THE RATIO. BECAUSE I  
13 WAS TROUBLED BY THAT, AND I POINTED THAT OUT IN THE REPORT.  
14 WHAT I THINK IS HAPPENING, AND I HAVEN'T VERIFIED THIS YET,  
15 BUT IT WOULD APPEAR, BECAUSE WE HAVE TWO DIFFERENT BUDGETS  
16 THAT WE CHARGE COSTS TO. AND THE INCREASE HERE WAS COSTS.  
17 THAT'S THE BIG JUMP. IT'S ABOUT 1.8 MILLION. AND THAT'S A  
18 SIGNIFICANT JUMP. AND IT CAUSES THIS RATIO PROBLEM. AND WHEN I  
19 SAY RATIO PROBLEM, IT'S JUST THE COST TO FEES IS HIGH IN-  
20 HOUSE. WHY? WELL, I THINK WHAT'S GOING ON -- AND AS I SAID,  
21 THIS HAS NOT BEEN VERIFIED. BUT WE HAVE TWO BUDGETS. AND ONE  
22 OF THE BUDGETS HAS TO DO WITH JUST OUTSIDE COUNSEL. NOW, WHAT  
23 I HAVE DISCOVERED IS, IS THAT THERE ARE COSTS CHARGED TO THAT  
24 BUDGET TO THE INSIDE, IN-HOUSE COSTS. WE HAVE OUTSIDE LAWYERS.  
25 SO WHAT I THINK IS HAPPENING IS, WHEN OUTSIDE LAWYERS ARE



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   HIRING EXPERTS, WHICH IS EXPENSIVE, WE'RE PAYING FOR  
2   TRANSCRIPTS. SOME OF THEM BILL ALONG WITH THEIR BILL AND  
3   OTHERS, THESE EXPENSES OR COSTS ARE PAID DIRECTLY BY THE  
4   COUNTY. THESE MAY BE ATTRIBUTED TO THE IN-HOUSE COSTS. AND I  
5   THINK THIS MAY BE WHAT'S GOING ON, ALTHOUGH I DON'T KNOW YET.  
6   I'M STILL LOOKING.

7

8   **SUP. MOLINA:** I THINK THAT'S GOING TO BE ONE OF THE CHALLENGES  
9   FOR YOU. IN ORDER TO PREVENT THIS FROM ESCALATING UP, WE NEED  
10  TO LOOK AT IT AND ANALYZE IT.

11

12  **STEVEN ESTABROOK:** I AGREE.

13

14  **SUP. KNABE:** BUT IT'S A FINE LINE THOUGH TOO, RIGHT? IT'S A  
15  FINE LINE. YOU CAN ALWAYS REDUCE THOSE FEES BY NOT GOING TO  
16  TRIAL.

17

18  **STEVEN ESTABROOK:** YES, SUPERVISOR KNABE, THAT IS TRUE. AND  
19  IT'S A DELICATE BALANCE. IT'S A DELICATE DANCE. BECAUSE YOU  
20  CAN SPEND A LOT OF FEES, BOTH INSIDE AND OUTSIDE FIGHTING A  
21  CASE TOOTH AND NAIL. AND YOUR JUDGMENTS AND SETTLEMENTS MAY GO  
22  DOWN. REMEMBER, WE'RE ALWAYS SUBJECT TO A LARGE JUDGMENT OR  
23  VERDICT WHICH COULD CAUSE THIS CHART TO GO UP RATHER QUICKLY.  
24  BUT IF YOU FIGHT TOOTH AND NAIL, YOUR HOPE IS THAT YOUR  
25  JUDGMENTS AND SETTLEMENTS GO DOWN. THERE'S A BALANCE. AND YOU



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 WANT TO GET IN QUICKLY, ANALYZE THE CASE AND ARRIVE AT A  
2 PROPER BALANCE.

3

4 **SUP. MOLINA:** BUT THE ISSUE IS THAT, IS CREATING THAT BALANCE.  
5 I THINK THAT IS THE CHALLENGE THAT YOU HAVE. AND THIS REPORT  
6 AND WHY THIS POSITION CAME ON WAS TO HELP US TO GET TO THAT  
7 BALANCE. THERE'S ALWAYS GOING TO BE THOSE SPIKES. BUT IT IS  
8 VERY, VERY CLEAR THAT WE NEED TO GET SOME IDEA WHERE WE'RE  
9 GOING IN THIS AREA. AND THAT'S WHY THAT IS GOING TO BE THE  
10 CHALLENGE, IS TO ANALYZE WHERE ALL THOSE ARE. I THINK BEFORE  
11 ALL OF IT, WE DIDN'T HAVE CONTROLS OF SOME OF THESE THINGS.  
12 IT'S VERY, VERY CLEAR, EVEN BEFORE YOU CAME, AS FAR AS OUR  
13 COST LITIGATION MANAGER. SO THE PROCESS HAS BEEN A GOOD ONE  
14 FROM THE STANDPOINT OF CAPTURING THESE ISSUES. BUT THE ISSUE  
15 IS THAT IT ISN'T JUST A NUMBERS GAME BECAUSE IT CAN'T BE  
16 BECAUSE THIS IS GOING TO BE CHALLENGING ALL OF THE TIME. BUT  
17 IT IS ESSENTIAL. AND I THINK WHEN WE TALK ABOUT LITIGATION  
18 MANAGEMENT, IT IS ESSENTIAL TO CAPTURE THE MANAGEMENT ASPECTS  
19 OF SOME OF THESE ISSUES. THAT CAN BE CONTROLLED. NOT ALL OF  
20 THEM CAN. BECAUSE YOU NEVER KNOW WHEN YOU'RE GOING TO GET THAT  
21 BIG VERDICT. YOU DON'T KNOW. BUT HOW DO YOU STRIKE THAT  
22 BALANCE? AND IT IS ONE OF THE THINGS THAT IS VERY CLEAR IS  
23 THAT ALSO DURING THIS PERIOD THERE WAS SOME TOUGH STUFF GOING  
24 ON RESISTANT AS THE DEPARTMENT WAS. WHETHER THEY BE THE ROUND  
25 TABLES ON ALL THE KINDS OF WORK THAT WAS BEING DONE TO BRING



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 DOWN THOSE COSTS. AND OUR AUDITOR CLEARLY FOUND THAT THE  
2 DEPARTMENT -- AND WE HAD SAID THESE ARE THE KINDS OF THINGS  
3 THAT NEED TO START GOING INTO PLACE. THERE WAS A RESISTANCE  
4 FROM WITHIN COUNTY COUNSEL. WE DID THE AUDIT. THE AUDIT  
5 CLEARLY POINTED OUT THAT THERE WERE MANY THINGS THAT ALL OF A  
6 SUDDEN WEREN'T HAPPENING. AND THAT WAS -- AND YOU KNOW YOU  
7 CAME IN RIGHT THROUGH ALL OF THAT. YOU'RE TRYING TO PUT THEM  
8 ALL BACK IN PLACE. LET'S NOT DISMISS THAT, EITHER, FROM THE  
9 STANDPOINT THAT THE LITIGATION MANAGEMENT IS AN ESSENTIAL  
10 COMPONENT TO AT LEAST MANAGING COSTS. I DON'T THINK YOU EVER  
11 ARE GOING TO SEE A SPIKE AND IT COULD BE EXPLAINED. BUT THIS  
12 IS NOT A MERE COINCIDENCE. THERE WAS SOME TOUGH MANAGEMENT  
13 GOING ON, SO MUCH THAT IT LED TO PEOPLE NOT BEING HAPPY. I  
14 DON'T THINK LAWYERS LIKE TO BE TOLD AT ALL "THAT'S NOT THE  
15 RIGHT APPROACH, LET'S GO THIS OTHER WAY." I THINK THEY ALL SEE  
16 THEMSELVES AS THEY WERE TRAINED TO BE, STRATEGISTS. AND THEIR  
17 WAY IS THE ONLY WAY TO GO UNTIL THEY GET BEFORE A JUDGE AND A  
18 JURY AND IT BECOMES A DIFFERENT ISSUE THAT DAY. BUT I AM  
19 CONCERNED THAT WE UNDERSTAND CLEARLY THAT YOU CAN'T DISMISS  
20 THESE NUMBERS. NOW, I GUESS THE QUESTION THAT WE HAVE TO DO IS  
21 THAT ANALYSIS. NOW, IN THE WORK THAT YOU'RE DOING NOW, I THINK  
22 IT'S IMPORTANT TO LOOK AT THE PAST AND THE FUTURE AND TO START  
23 CREATING SOME KIND OF AN EVALUATION ASSESSMENT, SOME KIND OF  
24 ANALYSIS THAT I THINK WOULD BE HELPFUL TO YOU AND TO MR.  
25 FORTNER IN TRYING TO ESTABLISH WHAT ARE THOSE TRENDS THAT WE



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 CAN CONTROL? AND I DON'T THINK THAT IS CLEARLY DEFINED FOR US  
2 AS YET. AND IT MAY BE TOO EARLY TO DO SO. BUT I HOPE YOU  
3 UNDERSTAND THAT THAT'S A CRITICAL COMPONENT OF WHAT WE NEED TO  
4 BE DOING.

5

6 **STEVEN ESTABROOK:** I DO, SUPERVISOR. AND I DO NOT DISMISS ANY  
7 OF THE NUMBERS. WHAT I WANT, I WANT THE NUMBERS TO BE GOOD  
8 NUMBERS. AND IF I'M GOING TO LOOK AT THESE THINGS, I WANT THE  
9 NUMBERS TO BE THE RIGHT NUMBERS. AND AS YOU KNOW, THERE WAS A  
10 CHANGEOVER FROM INFORMATION SYSTEMS BACK IN '03. SO WHEN YOU  
11 LOOK AT THESE CHARTS AND YOU SEE THAT BIG FALLOFF, THERE WAS A  
12 LOT OF DATA THAT WAS PUT ON THESE SYSTEMS AND THEN SUDDENLY WE  
13 GET REPORTS. AND WE WANT TO LOOK AT THOSE REPORTS, AND I'VE  
14 BEEN DOING THAT. AND I AGREE, LITIGATION, YOU'RE GOING TO HAVE  
15 SOME UNUSUAL HITS FROM TIME TO TIME. WE HAVE TO BE READY FOR  
16 THOSE HITS. WE ALSO HAVE TO MANAGE OUR LITIGATION DAY-TO-DAY  
17 AND TO BE SURE THAT WE'RE DOING IT RIGHT. AND LOOKING AT THE  
18 VARIOUS TYPES OF CASES, WE NOW HAVE APPROXIMATELY 600 GENERAL  
19 LIABILITY CASES. I WANT TO KNOW MORE ABOUT THOSE GENERAL  
20 LIABILITY CASES. WHAT TYPES DO WE HAVE? WHAT DO WE NEED TO DO  
21 TO KEEP THAT -- TO KEEP THOSE CASES DOWN? AND WE ALSO NEED TO  
22 WORK HAND-IN-HAND WITH OUR RISK MANAGEMENT PEOPLE. THEY LEAD  
23 THE CHARGE IN THIS. UP FRONT WHEN A CASE COMES IN. THEY LOOK  
24 AT IT. THEY LEAD THAT CHARGE. WE WANT TO MAKE SURE THAT WE'RE  
25 PROVIDING AN INTEGRAL PART OF THAT AND WORK WITH THE RISK



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 MANAGERS ON THE BACK END. WE SEE A LOT OF THINGS WHEN WE SEE  
2 THESE CASES. AND WE LIVE WITH THEM EVERY DAY. AND WE ALSO WANT  
3 TO BE SURE THAT WE WORK WITH THE RISK MANAGER AS THEY'RE  
4 FORMULATING THE CORRECTIVE ACTION PLANS AND MAKE SURE THAT  
5 THEY'RE CORRECT. EVERY DOLLAR WE SAVE, EVERY DOLLAR WE SAVE IS  
6 GOING TO GO TO A PROGRAM THAT'S WORTHWHILE.

7

8 **SUP. MOLINA:** ABSOLUTELY. WHICH IS WHY WE'RE CONCERNED ABOUT  
9 THIS INCREASING COSTS. IF WE LOOK AT THE FUTURE OF SOME OF  
10 THESE CASES THAT WE KNOW ARE COMING DOWN THE LINE, THIS IS NOT  
11 GOING TO GO MUCH LOWER. I MEAN, THERE ARE SOME ISSUES COMING  
12 UP THAT ARE GOING TO COST US SOME MONEY. BUT IT IS AN ISSUE OF  
13 MANAGING THAT LITIGATION. SO I APPRECIATE YOUR REPORT. I  
14 APPRECIATE THE WORK THAT IS BEING DONE. AND I HOPE THAT YOU  
15 APPRECIATE THE MOTION THAT I PUT IN OF TYING THE TWO TOGETHER.  
16 BECAUSE IT'S ALL ABOUT -- IT'S LIKE WITH RISK MANAGEMENT, YOU  
17 JUST NEVER KNOW WHAT'S GOING TO GO OFF THE RADAR SCREEN ONE  
18 DAY. BUT YOU'VE GOT TO MANAGE AS MUCH OF YOUR RISKS AS YOU  
19 POSSIBLY CAN. AND THAT'S THE SAME THING WITH LIABILITY. YOU'VE  
20 GOT TO MANAGE IT AT SOME LEVEL. YOU CAN'T JUST WAIT UNTIL  
21 YOU'RE SERVED WITH THESE PAPERS AND START FIGURING OUT, AND DO  
22 THE SAME THING ALL OF THE TIME. WE'VE GOT TO FIGURE OUT HOW TO  
23 MANAGE SOME OF THESE COSTS. SO I THINK THAT THAT'S WHY IT'S  
24 IMPORTANT TO HAVE THIS REPORT. THE NEXT SET OF QUESTIONS, I  
25 WANT TO TALK ABOUT THE AUDITOR'S REPORT. AND I THINK THIS IS





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 PROBABLY NOT YOUR AREA, IT'S MORE MR. FORTNER'S. SO I'D LIKE  
2 TO ASK QUESTIONS WITH REGARD TO THAT.

3

4 **STEVEN ESTABROOK:** THANK YOU, SUPERVISOR.

5

6 **SUP. BURKE:** I'D LIKE TO MAKE ONE COMMENT THE MANAGEMENT OF  
7 CASES. A CASE WAS CALLED TO MY ATTENTION. IT'S NOT A COUNTY  
8 CASE. BUT THAT IT HAS GONE ON WITH OUTSIDE COUNSEL FOR FOUR OR  
9 FIVE YEARS. MILLIONS HAVE BEEN SPENT IN ATTORNEY FEES. AND  
10 THEN IT WAS DETERMINED THAT REALLY INSIDE THE CONTRACT IT  
11 SHOULD HAVE BEEN SETTLED OR IT SHOULD HAVE BEEN HANDLED  
12 THROUGH AMERICAN ARBITRATION ASSOCIATION. AND THIS IS WHERE  
13 MANAGEMENT IS VERY IMPORTANT. AND I ASSUME THAT THE KIND OF  
14 MANAGEMENT YOU DO IS SUCH THAT YOU'RE FAMILIAR WITH THE CASE,  
15 WITH THE CONTRACTS THAT ARE INVOLVED SO THAT THIS KIND OF  
16 THING CANNOT BE DUPLICATED.

17

18 **STEVEN ESTABROOK:** MADAME CHAIR, I AGREE WITH THAT STATEMENT.  
19 WE HAVE, AS YOU KNOW, OVER 2,000 CASES. AND EACH ONE IS  
20 DIFFERENT. AND EACH ONE NEEDS TO BE ANALYZED CAREFULLY TO GET  
21 THE RIGHT ATTORNEY AND THE RIGHT RESULT. AND IT NEEDS TO BE  
22 DONE EARLY. AND IF THERE IS A POSSIBILITY OF ARBITRATION, THAT  
23 NEEDS TO BE EXPLORED. SO IN EVERY CASE THAT HAS TO BE DONE.

24

25 **SUP. BURKE:** THIS ONE WAS REQUIRED.





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1

2     **STEVEN ESTABROOK:** YES. AND THE OFFICE, THE WAY IT'S STRUCTURED  
3 NOW IS, THE DIFFERENT PRACTICE GROUPS, THE DIFFERENT  
4 DIVISIONS, ARE DIRECTLY INVOLVED. THE EMPLOYMENT PEOPLE ARE  
5 WORKING ON EMPLOYMENT CASES. LAW ENFORCEMENT FOCUSING ON LAW  
6 ENFORCEMENT. SO HOPEFULLY THAT TYPE OF FOCUS WILL HELP  
7 ELIMINATE THAT TYPE OF SITUATION THAT YOU JUST RAISED.

8

9     **SUP. MOLINA:** RAY, MAYBE YOU CAN TAKE -- I DON'T THINK YOU NEED  
10 TO MOVE. YOU COULD PROBABLY TAKE BILL'S SEAT RIGHT THERE.  
11 BECAUSE PROBABLY HE'S GOING TO NEED SOME ASSISTANCE ON SOME OF  
12 THIS AS WELL. ON THE AUDITOR'S REPORT, RAY, THERE WERE OVER 36  
13 RECOMMENDATIONS THAT WERE MADE. AND THE AUDITOR BASICALLY  
14 REVIEWED ONLY 10 OF THEM, THAT YOU ALL SAID HAD BEEN  
15 IMPLEMENTED. AND THERE'S BEEN SOME PROGRESS, BUT VERY FRANKLY,  
16 MOST OF THEM HAVE BEEN ONLY PARTIALLY IMPLEMENTED AND MOST OF  
17 THEM HAVE NOT BEEN IMPLEMENTED. I DON'T UNDERSTAND WHAT'S  
18 GOING ON. WHAT'S THE PROBLEM? WHY CAN'T YOU IMPLEMENT THESE  
19 AUDIT RECOMMENDATIONS?

20

21     **RAYMOND FORTNER, COUNSEL:** WELL, SUPERVISOR MOLINA, FRANKLY WE  
22 BELIEVE THAT WE HAVE DONE A VERY GOOD JOB IN DOING SO. THE  
23 LATEST 10 THAT WERE REVIEWED IN THE AUDITOR'S MOST RECENT  
24 REPORT, I BELIEVE HE FOUND THAT FIVE OF THOSE WERE FULLY  
25 IMPLEMENTED.



The Meeting Transcript of  
The Los Angeles County Board of Supervisors

1

2     **SUP. MOLINA:** WHICH ONE?

3

4     **RAYMOND FORTNER, COUNSEL:** FIVE OF THEM WERE FULLY IMPLEMENTED.  
5     AND FIVE HE CONCLUDED WERE SUBSTANTIALLY OR PARTIALLY  
6     IMPLEMENTED. AND I'LL BE HONEST WITH YOU, WE TOOK GREAT ISSUE  
7     WITH THAT. WE HAVE SPENT UNBELIEVABLE NUMBERS OF HOURS THAT  
8     COULD HAVE BEEN DEVOTED TO MANAGING LITIGATION OR TO OTHER  
9     ACTIVITIES FOR YOUR BOARD, TRYING TO CONVEY THE INFORMATION TO  
10    THE AUDITOR TO GET THEM TO AGREE THAT WE HAVE IMPLEMENTED THE  
11    10 THAT WERE UNDER CONSIDERATION IN THIS LATEST REVIEW. AND I  
12    BELIEVE THAT IN OUR RESPONSE, WHICH TOOK A LOT OF TIME OVER  
13    WHAT ARE BASICALLY VERY SMALL ISSUES, BUT IT TOOK A LOT OF  
14    TIME TO DEMONSTRATE THAT WE HAVE IN FACT DONE THESE. BECAUSE  
15    WE GET PAINTED WITH THIS BRUSH OF PARTIAL IMPLEMENTATION OF A  
16    RECOMMENDATION. IT REALLY DOESN'T MATTER HOW WEIGHTY THAT  
17    PARTICULAR RECOMMENDATION IS. THE NEWS IS AND THE FEELING IS  
18    THAT WE'RE ONLY PARTIALLY DOING THE JOB. AND THAT'S THE  
19    FEELING YOU HAVE. AND I WOULD LIKE TO BE ABLE CONVINCE YOUR  
20    BOARD IS THAT WE ARE SUBSTANTIALLY OR COMPLETELY IMPLEMENTING  
21    THESE RECOMMENDATIONS. WE ARE NOT FIGHTING THEM. WE AGREED  
22    WITH MOST OF THEM.

23



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **SUP. MOLINA:** WELL, IT DOES LOOK THAT WAY. RAY? YOU SAID YOU  
2   DIDN'T IMPLEMENT THEM FULLY. YOU COULD ARGUE THAT ALL DAY  
3   LONG.

4

5   **RAYMOND FORTNER, COUNSEL:** ABSOLUTELY.

6

7   **SUP. MOLINA:** SO WE CAN ONLY GET WHAT WE GET. AND THE AUDITOR  
8   SAYS YOU HAVE NOT FULLY IMPLEMENTED THEM. SO IN YOUR MIND YOU  
9   MIGHT THINK THAT. BUT THAT ISN'T PROVING TO BE THE CASE.

10

11   **RAYMOND FORTNER, COUNSEL:** WELL, WE WOULD ASK THE AUDITOR TO  
12   TELL US WHAT IT IS THAT WILL CONSTITUTE FULL IMPLEMENTATION OF  
13   THE RECOMMENDATIONS THAT HE CONCLUDED IN HIS LATEST REPORT AND  
14   WE DID NOT IMPLEMENT. FRANKLY WE DID. I MEAN, I CAN'T DO  
15   ANYTHING MORE THAN THAT.

16

17   **SUP. MOLINA:** AGAIN, I WOULD AGREE THAT THAT'S WHAT YOU NEED TO  
18   DO, RAY. BECAUSE WE NEED THESE IMPLEMENTED.

19

20   **RAYMOND FORTNER, COUNSEL:** WELL, I THINK IF CAREFUL  
21   CONSIDERATION IS GIVEN TO THE RESPONSE THAT I FILED WITH THE  
22   AUDITOR'S REPORT, YOUR BOARD REASONABLY WOULD AGREE THAT WE  
23   HAVE IMPLEMENTED THESE AND THAT WE ARE NOT BEING RESISTANT.

24

25   **SUP. MOLINA:** WHY WOULD I AGREE TO THAT?



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1

2 **RAYMOND FORTNER, COUNSEL:** BECAUSE I THINK THAT FACTUALLY THE  
3 CASE IS CLEARLY MADE THAT WE HAVE DONE SO.

4

5 **SUP. MOLINA:** RAY, LET'S START ONCE AGAIN, OKAY? LIKE A TAX  
6 AUDITOR, YOU CAN SIT THERE AND SAY, "I DISAGREE WITH YOU" BUT  
7 AT THE END OF THE DAY, IT'S THE AUDITOR THAT'S CORRECT; RIGHT?  
8 YOU CAN ARGUE IT.

9

10 **RAYMOND FORTNER, COUNSEL:** I CAN'T AGREE WITH YOUR PREMISE,  
11 SUPERVISOR. IF THE AUDITOR CONCLUDES THAT WE'RE NOT DOING  
12 THESE THINGS, THAT'S HIS OPINION AS AN AUDITOR OF WHETHER OR  
13 NOT WE'VE DONE THEM. BUT THAT DOESN'T MEAN WE HAVEN'T DONE  
14 THEM.

15

16 **SUP. KNABE:** I MEAN, WHY CAN'T WE ASK THE AUDITOR SIMPLY, WHAT  
17 IS THE DIFFERENCES BETWEEN WHAT THE COUNTY COUNSEL SAYS  
18 THEY'VE IMPLEMENTED AND WHAT HE SAYS THEY HAVEN'T IMPLEMENTED?

19

20 **RAYMOND FORTNER, COUNSEL:** AND I'D BE HAPPY TO DO THAT.

21

22 **SUP. KNABE:** WE'VE DISAGREED WITH THE AUDITOR IN THE PAST.

23

24 **RAYMOND FORTNER, COUNSEL:** WE HAVE MET. WE HAD TWO LENGTHY  
25 MEETINGS WITH OUR JOINT STAFFS, AND THEN HE AND I SAT DOWN



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 PERSONALLY WITH THE DEPUTY CHIEF EXECUTIVE OFFICER TO TRY AND  
2 GET A POINT WHERE WE AGREED ON WHAT FACTUALLY WHAT HAD  
3 HAPPENED. AND THE REPORT DIDN'T COME OUT THAT WAY. AND I  
4 RESPECTFULLY, I RECOGNIZE THE AUDITOR HAS A VERY IMPORTANT  
5 ROLE AND THAT'S HIS JOB TO DO THESE THINGS, BUT I RESPECTFULLY  
6 DISAGREE WITH THE CONCLUSIONS THAT HE REACHED AND IT IS VERY  
7 FRUSTRATING WHEN MY STAFF SPENDS AS MUCH TIME AS THEY HAVE  
8 DONE TELLING THE AUDITOR WHY IT IS THAT WE HAVE IMPLEMENTED  
9 THE RECOMMENDATION AND THAT THERE IS NOTHING LEFT TO BE DONE  
10 OR THAT WE ARE CONTINUING.

11

12 **SUP. MOLINA:** WELL THAT'S TOTALLY UNTRUE. WAIT A MINUTE. THIS  
13 IS A REAL PROBLEM HERE. YOU CAN'T SIT THERE AND TELL US -- I  
14 MEAN, WE SENT IN SOMEBODY TO REVIEW IT. I MEAN, SUPPOSEDLY  
15 HE'S A CREDIBLE PERSON THAT'S GOING IN THERE AND REVIEWING  
16 THIS STUFF. AND ALL OF A SUDDEN YOU'RE SAYING "I DON'T CARE  
17 WHAT HE SAYS. I DID IT SO I'M NOT GOING TO DO ANY MORE."  
18 THAT'S WHAT YOU'RE SAYING TO ME.

19

20 **RAYMOND FORTNER, COUNSEL:** NO, I'M SAYING THAT WE DID WHAT HE  
21 RECOMMENDED WE DO.

22

23 **SUP. MOLINA:** NO.

24

25 **RAYMOND FORTNER, COUNSEL:** THERE IS NOTHING LEFT TO BE DONE.



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1

2 **SUP. MOLINA:** HE SAID YOU DID NOT DO.

3

4 **RAYMOND FORTNER, COUNSEL:** I UNDERSTAND THAT.

5

6 **SUP. MOLINA:** UNDERSTAND CLEARLY, THAT'S A MANAGEMENT PROBLEM.

7

8 **SUP. KNABE:** WHY CAN'T WE ASK THE AUDITOR? WE'VE DISAGREED WITH  
9 THE AUDITOR'S CONCLUSIONS IN THE PAST?

10

11 **SUP. MOLINA:** I UNDERSTAND OKAY. THEN LET'S DO THAT. ALL I  
12 KNOW, DON, IS THAT I CAN'T GO AND AUDIT IT MYSELF. WE SENT IN  
13 SOMEBODY ELSE TO DO IT. AND THEY CAN ARGUE ALL DAY LONG BUT AT  
14 THE END OF THE DAY, IT IS WHAT IT IS. SO, YEAH, LET'S HAVE THE  
15 AUDITOR. HE COULD DO THAT NOW. THEY CAN SPEND A WHOLE LOT OF  
16 TIME. BUT I KNOW IT'S NOT GOING TO BE RESOLVED TODAY. BUT AT  
17 THE END OF THE DAY, WHO AM I SUPPOSED TO BELIEVE? THE AUDITOR  
18 OR THE PERSON THAT'S BEING AUDITED?

19

20 **SUP. KNABE:** DEPENDS WHAT THE FACTS ARE.

21

22 **RAYMOND FORTNER, COUNSEL:** I WOULD RESPECTFULLY URGE YOU TO  
23 CONSIDER THE WEIGHT OF MY RESPONSE AND THAT IT IS GIVEN  
24 SINCERELY AND HONESTLY. AND I THINK IF YOU READ THE RESPONSE,



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 THAT IT DOES ANSWER THE ANSWER THE AUDITOR'S CONTENTIONS IN  
2 HIS REPORT.

3

4 **SUP. MOLINA:** WELL, WE DON'T BELIEVE IT DOES. I'M TELLING YOU  
5 FOR MYSELF, WE DON'T THINK THAT THEY ARE FULLY IMPLEMENTED AND  
6 THEY NEED TO BE IMPLEMENTED.

7

8 **RAYMOND FORTNER, COUNSEL:** AND I DON'T DISAGREE WITH THAT AT  
9 ALL. WE HAVE AGREED FROM THE BEGINNING ABOUT THESE--.

10

11 **SUP. MOLINA:** SO WHAT ABOUT THE OTHER REMAINING 26? WHEN ARE WE  
12 GOING TO GET ON BOARD WITH THOSE?

13

14 **RAYMOND FORTNER, COUNSEL:** WELL, WE HAVE BEEN IMPLEMENTING THEM  
15 AS WE WENT ALONG. WE HAVE TALKED ABOUT IT IN THREE REPORTS  
16 NOW. SOME OF IT, A GREAT DEAL OF IT, IN FACT, HAVING TO DO  
17 WITH REMISS AND REPORT WRITING AND SORT OF THING, INVOLVES  
18 STEVE, THE LITIGATION COST MANAGER, AND HIS EFFORTS. AND WE'RE  
19 WORKING ON THOSE. BUT UNTIL HE CAME ABOARD, WE WEREN'T REALLY  
20 GET ROLLING ON THEM. BUT WE ARE ROLLING AS QUICKLY AS WE CAN.  
21 I HAVE ABSOLUTELY THE UTMOST CONFIDENCE THAT MY STAFF IS  
22 SUPPORTIVE OF ME AND THE THINGS I'VE SAID, THAT WE AGREE WITH  
23 THESE RECOMMENDATIONS AND WILL IMPLEMENT THEM. AND THERE IS NO  
24 RESISTANCE OR POCKET OF RESISTANCE. THERE HAVE BEEN SOME  
25 ISSUES IN THE PAST, AND YOU ALLUDED TO THEM EARLIER. BUT I





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 BELIEVE THAT THAT DAY IS PAST AND THAT THE MORALE AND INTEREST  
2 OF THE OFFICE IS TO GET THESE THINGS IMPLEMENTED AND DO A GOOD  
3 JOB.

4

5 **SUP. MOLINA:** WELL I CERTAINLY AM NOT ONE THAT'S CONVINCED OF  
6 THAT AS YOU KNOW. AND YOU AND I HAVE TALKED ABOUT IT. I AM NOT  
7 CONVINCED. THIS IS A TREND THAT CONCERNS ME. THIS IS WHY WE  
8 BROUGHT IN A COST LITIGATION MANAGER. WHEN I USED TO SEE SOME  
9 OF THESE THINGS THAT WEREN'T EVEN MANAGED AT ANY LEVEL, NONE  
10 OF THESE COSTS WERE MANAGED. NONE OF THESE THINGS WERE  
11 ANALYZED. WE BUT IN PROCESSES AND PROCEDURES THAT I THOUGHT  
12 WERE SOMEWHAT, WELL, THEY PROVED A BENEFIT. YOU COULDN'T  
13 DISMISS THE NUMBERS AT THE TIME, EVEN THOUGH THERE ARE SPIKES  
14 AND WE UNDERSTAND THAT. BUT NOW THE RECOMMENDATIONS CAME IN  
15 FROM THE AUDITOR. THEY SAID: THESE ARE THE THINGS THEY SHOULD  
16 BE DOING IN ORDER TO DO THAT. YOU DIDN'T DO THEM. NOW YOU'RE  
17 SAYING "OKAY, WELL I'M GOING TO ARGUE ALL DAY LONG THAT I DID  
18 DO THEM." BUT, I THINK, RAY, YOU'VE GOT TO COME UP WITH SOME  
19 BETTER RESPONSIBILITY THAN THAT. OTHER THAN YOU'VE GOT TO  
20 LISTEN TO MY ARGUMENT BECAUSE I THINK I DID IT. I MEAN, IT'S A  
21 MATTER OF WHAT KIND OF A JUDGMENT I'M GOING TO MAKE. ALL I  
22 KNOW IS, THIS IS CONCERNING. THESE NUMBERS ARE GOING UP. PART  
23 OF IT HAS TO BE IN THESE RECOMMENDATIONS THAT ARE NOT FULLY  
24 IMPLEMENTED. THESE ARE THINGS THAT WERE ASKED TO BE DONE THAT  
25 WERE BEING DONE FOR A WHILE AND THEY STOPPED BEING DONE, AS



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 WELL. SO I DON'T THINK THAT YOU CAN SIT THERE AND CAVALIERLY  
2 SAY YOU GOT TO LOOK AT MY SIDE OF IT. THE ISSUE IS, AS MR.  
3 ESTABROOK SAID, THESE COSTS, AS THEY CONTINUE TO GO UP, ARE  
4 GOING TO FORCE US TO CUT PROGRAM SERVICES SOMEWHERE ELSE. WE  
5 NEED TO MANAGE THEM.

6

7 **RAYMOND FORTNER, COUNSEL:** WE ARE VERY AWARE OF THAT.

8

9 **SUP. MOLINA:** WE NEED TO MAKE SURE WE UNDERSTAND THEM. YOU OWE  
10 US THE DUTY, AS WELL AS ALL THE TAXPAYERS, AS TO HOW YOU'RE  
11 GOING TO MANAGE THESE COSTS. THESE AUDIT RECOMMENDATIONS DON'T  
12 COME OUT FROM ANYWHERE. THESE ARE THINGS THAT ARE SAYING "IF  
13 YOU DO THE FOLLOWING THINGS, YOU CAN BRING DOWN THESE COSTS."  
14 I DON'T WANT TO ARGUE WHETHER YOU'RE THERE AT 10 PERCENT OR AT  
15 95 PERCENT. THE ISSUE IS: YOU'VE GOT TO DO ALL OF THE  
16 RECOMMENDATIONS. AS SOON AS POSSIBLE. OTHERWISE THIS IS GOING  
17 TO CONTINUE TO GO OUT.

18

19 **RAYMOND FORTNER, COUNSEL:** WE DO NOT DISAGREE. MAY I SPEAK TO  
20 THE NUMBERS JUST FOR A MOMENT? IF YOU WANT TO LOOK AT PAID  
21 NUMBERS, SUPERVISOR, WE CAN BRING DOWN -- WE CAN HAVE A  
22 PRECIPITOUS DROP FOR '07/'08 IN THAT CHART BASED ON AMOUNTS  
23 PAID. MERELY BY DEFERRING PAYMENTS UNTIL SUBSEQUENT FISCAL  
24 YEARS. WE'LL TELL PEOPLE WE'RE NOT GOING TO PAY OUR  
25 SETTLEMENTS. THE CASH WON'T GO OUT THE DOOR. THE NUMBER WILL



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 PLUMMET. WE CAN CUT IT IN HALF QUITE EASILY. AND I SUSPECT  
2 THAT WAS DONE SOMETIME IN THE PAST. BUT THAT IS WHY I AM A  
3 FIRM BELIEVER IN LOOKING AT -- AND MR. ESTABROOK ALLUDED TO IT  
4 SOMEWHAT -- THE ACTIVITIES IN A FISCAL YEAR. AND BY THAT I  
5 MEAN JUDGMENTS AND SETTLEMENTS THAT YOU'VE APPROVED, JUDGMENTS  
6 THAT ARE DUE IN THAT YEAR. YOU'RE LOOKING AT ACCRUED  
7 LIABILITIES IN EACH YEAR. FOR THE LAST THREE YEARS, THE BEST  
8 OF OUR NUMBERS TELL US THEY HAVE REMAINED AT ABOUT 36 MILLION.  
9 THERE HAS BEEN NO SPIKE IN THE AMOUNTS APPROVED, INCLUDING  
10 JUDGMENTS RENDERED AGAINST US PAYABLE IN THAT YEAR. ATTORNEYS'  
11 FEES, THE SAME THING, AT 41 MILLION. ESSENTIALLY FLAT. NOW, I  
12 AM NOT DISMISSING THESE NUMBERS NOR AM I DISMISSING THAT THE  
13 EFFORTS TOWARD LITIGATION COST MUST BE PARAMOUNT AND ADHERED  
14 TO AT ALL TIMES. BUT I DON'T BELIEVE THAT LOOKING AT JUST THE  
15 PAID NUMBERS GIVES YOU A GOOD PICTURE OF -- OR THE BEST  
16 PICTURE OF WHAT IS OCCURRING IN EACH FISCAL YEAR AND WHETHER  
17 OR NOT WE'RE TOWING THE MARK. ON THE SPIKE ISSUE, IT SEEMS TO  
18 ME I'M NOT SO WORRIED ABOUT -- EVERYONE IS AWARE THAT YOU'LL  
19 HAVE A BIG HIT NOW AND THEN. THOSE THINGS VERY UNFORTUNATELY  
20 HAPPEN AND HOPEFULLY YOU AVOID THEM. BUT IF YOU HAVE A LOT OF  
21 NEW CASES IN A YEAR, YOU COULD END UP WITH ANOTHER 5 MILLION  
22 IN ATTORNEYS' FEES AND IT WOULD LOOK LIKE YOU HAD A BIG SPIKE  
23 IN FEES WHEN IT WAS ATTRIBUTABLE JUST TO ADDITIONAL BUSINESS.  
24 AND IT COULD HAVE BEEN THAT THAT NUMBER WOULD HAVE BEEN 7  
25 MILLION EXCEPT THAT YOU WERE APPLYING GOOD COST MANAGEMENT



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 MEASURES. AND WHAT MIGHT HAVE BEEN A \$7 MILLION HIT ON  
2 ATTORNEYS' FEES WAS ONLY 5. BUT THAT'S VERY DIFFICULT TO  
3 DEMONSTRATE OR TO HAVE PEOPLE RECOGNIZE. WHAT YOU WILL SEE IS  
4 A \$5 MILLION INCREASE. AND THAT BECOMES THE NEWS OF THE DAY.  
5 AND I JUST THINK THAT'S A LITTLE MISLEADING.

6

7 **SUP. MOLINA:** WELL, I THINK IT'S ALSO MISLEADING TO SAY THAT  
8 THESE ARE JUST LUMPS THAT HAPPEN. BUT IF YOU LOOK AT EVEN THE  
9 CASE THAT MR. ESTABROOK RAN, THAT'S THE RAMIREZ CASE. HAD THAT  
10 BEEN PROPERLY MANAGED, I THINK THAT WOULD HAVE BEEN A  
11 DIFFERENT OUTCOME. IF YOU LOOK AT THE MAROQUIN CASE, IF THAT  
12 HAD BEEN PROPERLY MANAGED, YOU WOULD HAVE HAD A DIFFERENT  
13 OUTCOME.

14

15 **RAYMOND FORTNER, COUNSEL:** WE HAVE HAD OUR MANAGEMENT PROBLEMS.

16

17 **SUP. MOLINA:** THAT'S CORRECT.

18

19 **RAYMOND FORTNER, COUNSEL:** I DON'T THINK MAROQUIN WAS POORLY  
20 HANDLED.

21

22 **SUP. MOLINA:** AND THOSE ARE BIG HUGE JUDGMENTS. ALL RIGHT? BIG  
23 BOO BOOS, YOU KNOW. I MEAN THEY'RE INAPPROPRIATE. SO THE ISSUE  
24 IS: WE NEED TO MANAGE ALL OF OUR CASES.

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1     **RAYMOND FORTNER, COUNSEL:** I AGREE.

2

3     **SUP. MOLINA:** LITTLE CASES, BIG CASES. ALL OF THEM REQUIRE AN  
4     INTENSE AMOUNT OF MANAGEMENT AT ALL LEVELS. BUDGETS NEED TO BE  
5     PRODUCED. NOT SAY "OH IT'S TOO DIFFICULT TO FIGURE IT OUT."  
6     BUDGETS HAVE TO BE PRODUCED FOR THESE CASES SO WE KNOW CLEARLY  
7     WHERE WE'RE GOING WITH THEM FROM DAY ONE.

8

9     **RAYMOND FORTNER, COUNSEL:** ABSOLUTELY.

10

11    **SUP. MOLINA:** AND SO THERE'S GOING TO BE DIFFERENT CHANGES  
12    ALONG THE WAY AND YOU ADJUST THE BUDGETS ACCORDINGLY. BUT NOT  
13    LIVING WITHIN THE BUDGET IS A REAL PROBLEM. AND YOUR  
14    DEPARTMENT DOES THAT PRETTY REGULARLY AND SAY "WELL THAT WAS A  
15    BALLPARK FIGURE. WE'RE NOT THERE YET." THEN MAKE IT THE RIGHT  
16    FIGURE. HAVE SOMEBODY ANALYZE THESE THINGS. WE NEED TO KNOW  
17    WHERE WE'RE GOING ON SOME OF THIS STUFF. TOUGH STUFF TO DO.  
18    I'M NOT SAYING IT'S EASY. BUT HAVING AN ATTITUDE THAT IT CAN'T  
19    BE DONE, HAVING AN ATTITUDE THAT THE AUDITOR'S ALL WET ON THIS  
20    STUFF, HAVING AN ATTITUDE THAT WE'RE GOING TO GET TO THOSE  
21    RECOMMENDATIONS WHEN WE GET TO THEM IS NOT THE WAY WE NEED TO  
22    BE GOING.

23

24    **RAYMOND FORTNER, COUNSEL:** I AGREE WITH YOU 100 PERCENT. I DO  
25    NOT SUBSCRIBE TO THAT.



The Meeting Transcript of  
The Los Angeles County Board of Supervisors

1  
2 **SUP. MOLINA:** WE NEED TO CONTROL THESE ISSUES. THAT'S WHAT I'M  
3 HEARING AND I'M VERY CONCERNED. YOU KNOW, AGAIN, I DON'T KNOW  
4 IF MR. KNABE WANTS TO BRING UP THE AUDITOR TO ARGUE ABOUT THAT  
5 KIND OF ISSUE. I DON'T KNOW THAT WE'RE GOING TO GET A  
6 RESOLUTION. BUT I AM CONCERNED ABOUT ONE OTHER THING, RAY,  
7 WITH REGARD TO MR. ESTABROOK AND THE COST LITIGATION POSITION.  
8 I APPRECIATE THAT HE'S COME AND I APPRECIATE YOU'RE WORKING  
9 CLOSER WITH HIM. I THINK THAT'S A VERY GOOD THING. AND I THINK  
10 THAT THE COLLABORATION, WHILE -- AND WE MAY NOT SEE IT  
11 IMMEDIATELY AND THE NUMBER'S GOING UP, BUT THE KEY IS GOING TO  
12 BE MAKING SURE THAT THE ENTIRE THE DEPARTMENT WORKS AND  
13 FUNCTIONS IN THE BEST INTEREST OF THE COUNTY WITH THE COST  
14 LITIGATION MANAGER. BUT WHEN YOU LOOK AT THE WAY THAT THE WORK  
15 IS BEING DONE, AND I KNOW HE'S ONLY STARTED EARLY. AND I KNOW  
16 YOU HAD SOME IDEA OF GIVING HIM MORE SPECIFIC ITEMS. WHEN WE  
17 PUT TOGETHER THIS JOB DESCRIPTION AND WE TALKED ABOUT THIS  
18 ROLE, IT WASN'T JUST TO SIT THERE AND COUNT THE BEANS AT THE  
19 END OF THE DAY. IT WAS TO START DOING AN ANALYSIS, TO START  
20 TRENDING, ALL OF THESE THINGS. AND WE'RE NOT SEEING THAT  
21 NECESSARILY HAPPEN. NOW, IF IT IS, BECAUSE THE JOB DESCRIPTION  
22 CLEARLY SAID THAT THE COST LITIGATION MANAGER HAD OVERALL  
23 RESPONSIBILITY FOR PARTICIPATING IN THE PLANNING, IN THE  
24 DIRECTING OF LITIGATION STRATEGY AND THE FOCUS ON THE COST-  
25 EFFECTIVENESS. NOT JUST FOR THE SHORT-TERM BUT ALSO THE LONG





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 TERM. I'M NOT SEEING THAT NECESSARILY. AGAIN WORKING IN  
2 COLLABORATION WITH COUNTY COUNSEL AND THE RISK MANAGER,  
3 DEVELOP AND REVISE PLANS FOR REDUCING COSTS AND INCREASING  
4 EFFICIENCY. WE'RE NOT SEEING A LOT THERE. AND I KNOW IT'S  
5 EARLY IN THIS PROCESS. SO WE NEED TO START LOOKING AT THE  
6 ORIGINAL JOB DESCRIPTION THAT WAS PUT THERE AND REWORKING THAT  
7 KIND OF ROLE. I THINK THAT WE'VE GOT THINGS TO DO. BUT THIS  
8 REPORT, I MEAN SO MUCH OF IT, THEY NEEDED TO RECREATE THINGS.  
9 I UNDERSTAND THAT WITH THE LIMITED SUPPORT THAT MR. ESTABROOK  
10 HAD, THAT THEY HAD TO RECREATE A LOT OF THESE THINGS IN ORDER  
11 TO GIVE US THIS KIND OF DATA AND TO GET THE BASIC DATA THINGS.  
12 SO WE NEED TO HAVE MUCH MORE SUPPORT FOR THE OTHER TASKS THAT  
13 NEED TO BE CARRIED OUT. BECAUSE WE'RE LOOKING AT HIM FOR  
14 TRENDING, FOR ANALYSIS, FOR COST-EFFECTIVENESS. HE NEEDS TO BE  
15 INVOLVED IN STRATEGIES AT THE VERY BEGINNING AND PLANNING AND  
16 BUDGETING SOME OF THESE CASES. GETTING AN UNDERSTANDING, NOT  
17 AT THE END OF THE DAY, LET ME ADD UP ALL THIS, WHAT WE PAID  
18 OUT. LET ME ADD UP HOW MUCH IT COST US TO GET THERE. IT HAS TO  
19 BE A ROLE THAT IS INVOLVED IN ASSISTING YOU, WHICH IS WHAT WE  
20 WANT IT TO BE, TO ASSIST YOU, AS OUR COUNTY COUNSEL, TO MORE  
21 EFFECTIVELY MANAGE IT. AND THAT'S WHAT WE'RE NOT SEEING. AND I  
22 HOPE THAT YOU'RE GOING TO GO BACK, LOOK AT THAT ORIGINAL JOB  
23 DESCRIPTION AND GIVE MORE OWNERSHIP TO THE COST LITIGATION  
24 MANAGER TO CARRY OUT SOME OF THESE ROLES, WHICH MAY REQUIRE  
25 SOME CHANGES AS FAR AS THE DAY-TO-DAY TASKS THAT YOU'RE GIVING





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 HIM EVERY DAY. IT MAY REQUIRE SOME ADDITIONAL REINFORCEMENT IN  
2 YOUR MANAGEMENT TEAM TO MAKE SURE THAT THESE ISSUES ARE BEING  
3 ADDRESSED BECAUSE I DON'T THINK THEY ARE PRESENTLY.

4

5 **RAYMOND FORTNER, COUNSEL:** MR. ESTABROOK'S ROLE IN INTEGRATING  
6 INTO THE DEPARTMENT AND IDENTIFYING HIS SPECIFIC ROLE IS  
7 DEVELOPING. AND THIS COLLABORATION HAS OCCURRED. HE WORKS VERY  
8 WELL WITH THE STAFF AND VICE VERSA. THE ITEMS THAT YOU  
9 MENTIONED ARE CLEARLY THE KINDS OF THINGS THAT HE NEEDS TO BE  
10 INVOLVED IN, IS BECOMING MORE AND MORE INVOLVED IN AS HE  
11 FAMILIARIZES HIMSELF WITH THE DEPARTMENT. SOME OF THESE THINGS  
12 ARE NUMBERS-DRIVEN AND REPORT-DRIVEN SO THAT HE CAN IDENTIFY  
13 CERTAIN THINGS. SOME OF THAT IS REQUIRING COMPUTER CHANGES.  
14 SOME OF IT IS REQUIRING THE DEVELOPMENT COGNIZANT REPORT  
15 WRITING. BUT THESE ARE ALL THINGS THAT WE ARE PURSUING  
16 VIGOROUSLY.

17

18 **SUP. MOLINA:** WELL AGAIN, I NEED TO SEE THAT. BECAUSE I KNOW  
19 THAT THIS TIME NEXT YEAR MR. ESTABROOK AND YOU HOPEFULLY YOU  
20 ARE STILL HERE. I MEAN THOSE ARE THE QUESTIONS I'M GOING TO BE  
21 ASKING. I WANT TO KNOW WHAT TRENDING YOU'RE SEEING. I WANT TO  
22 KNOW WHAT CASES YOU ARE INVOLVED IN. WHAT KIND OF BUDGETS YOU  
23 CREATED. THE EFFECTIVENESS OF ROUND TABLES. THE FACT THAT ALL  
24 OF THE DEPARTMENTS OR ALL OF THE INTERNAL MANAGEMENT  
25 DEPARTMENTS ARE RESPONDING TO THESE ISSUES. I'M GOING TO ASK



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 THOSE QUESTIONS. SO I WANT TO MAKE SURE THAT YOU WERE BEING  
2 SUPPORTED INTERNALLY TO RECOGNIZE THE SIGNIFICANCE OF THIS  
3 ROLE. THIS IS NOT AN END OF THE YEAR BEAN COUNTER ROLE. THIS  
4 IS A MANAGEMENT TOOL, NOT JUST FOR YOU BUT FOR ALL OF YOUR  
5 LAWYERS TO UTILIZE. AND BELIEVE ME, AT THE END OF THE DAY,  
6 IT'S GOING TO BE YOU THAT'S GOING TO BE IN THE HOT SEAT  
7 LOOKING TO MAKE SURE THAT WE ARE DOING THE KIND OF ANALYSIS  
8 THAT WE NEED TO. BECAUSE THIS IS ABOUT COST CONTAINMENT.  
9 ANYBODY CAN SAY ALL DAY LONG THAT COSTS ARE GOING UP AND SO  
10 ON, AND THERE'S THESE LUMPS. BUT WE REALLY NEED TO LOOK AT  
11 SOME OF THIS TRENDING, SOME OF THIS ANALYSIS PUT IN. WHAT  
12 HAPPENING? ARE WE FRONT LOADING IT AT THE FRONT END AS  
13 COMPARED TO JUST COUNTING IT AT THE END OF THE DAY?

14

15 **RAYMOND FORTNER, COUNSEL:** WELL, WHAT WE REALLY NEED TO DO IS  
16 DETERMINE A WAY TO COMMUNICATE EFFECTIVELY THAT WHATEVER THE  
17 NUMBERS ARE, WHETHER THEY GO HIGHER OR GO LOWER THAT THEY ARE  
18 THERE AS A RESULT OF GOOD MANAGEMENT PROCEDURES AND THAT WE  
19 HAVE DONE WHAT WE SHOULD BE DOING IN TERMS OF COST  
20 CONTAINMENT.

21

22 **STEVEN ESTABROOK:** SUPERVISOR MOLINA, I APPRECIATE THAT. AND I  
23 HOPE TO BE HERE IN A YEAR TO GIVE YOU THOSE FACTS. AS YOU  
24 KNOW, I'VE BEEN HERE FOR THREE MONTHS, A LITTLE OVER THREE  
25 MONTHS. AND A CHUNK OF THAT TIME, AS YOU KNOW, WAS EXPENDED IN



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 ANALYZING A VERDICT THAT CAME THROUGH WHEN I INITIALLY CAME  
2 INTO THE OFFICE. I'M NOW CURRENTLY INVOLVED INTO LOOKING INTO  
3 MEDIKING, AND THAT'S TAKING A BIG CHUNK OF TIME. SO I WOULD  
4 LIKE TO GET ON WITH THE ANALYSIS OF THE TRENDING, I REALLY  
5 WOULD. AND I'M ANXIOUS TO DO THAT. BUT I'M TRYING TO JUGGLE A  
6 NUMBER OF BALLS HERE AND MAKE SURE THAT YOUR QUESTIONS  
7 REGARDING CASES THAT HAPPENED BEFORE I CAME ON BOARD, THAT  
8 TAKES A LOT OF TIME WHEN YOU'RE INTERVIEWING ATTORNEYS AND  
9 DIFFERENT PEOPLE, WITNESSES AND SO FORTH, TRYING TO FIND OUT  
10 WHAT HAPPENED. SO THAT TAKES A BIG CHUNK OF TIME. AND I JUST  
11 WANTED TO POINT THAT OUT. AND I'M ANXIOUS TO GET STARTED ON  
12 THE TRENDING ANALYSIS AND SO FORTH.

13

14 **SUP. MOLINA:** BUT I DO THINK -- AND I HOPE, RAY, YOU APPRECIATE  
15 THAT. THAT IN ORDER FOR US TO UNDERSTAND WHY A CASE WENT  
16 WRONG, I THINK WE NEED TO ANALYZE IT. AND I APPRECIATED THE  
17 REVIEWS THAT YOU DID FOR US. THEY WERE VERY HELPFUL. BUT IT  
18 DOES TAKE AN AWFUL LOT OF TIME. BUT I DON'T THINK THAT YOU CAN  
19 REALLY UNDERSTAND THE COMPLEXITY EVEN INTERNALLY OF YOUR OWN  
20 MANAGEMENT OPERATIONS UNTIL YOU START ANALYZING SOME OF THESE  
21 CASES. AND POINTING OUT, UNFORTUNATELY, MAYBE THINGS THAT  
22 COULD HAVE DONE BEEN DIFFERENTLY, MORE EFFECTIVELY. NOW I  
23 DON'T KNOW. ARE YOU PLANNING ON REINFORCING? I DON'T KNOW HOW  
24 MANY STAFF PEOPLE YOU NEED, BUT I PLAN ON SENDING MORE OF  
25 THOSE REQUESTS TO YOU, UNFORTUNATELY, BECAUSE I WANT TO



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 UNDERSTAND THEM. AND I AM CONCERNED THAT WHEN YOU LOOK AT SOME  
2 OF THESE CASES, LIKE MEDIKING AND LIKE RAMIREZ, YOU SAY "WAIT  
3 A MINUTE," MANAGEMENT SHOULD HAVE MADE A DIFFERENT DECISION AT  
4 A CERTAIN POINT IN TIME OR ASSISTED THAT LAWYER TO MAKE A  
5 BETTER DECISION BECAUSE WE WOULD HAVE HAD, HOPEFULLY, A  
6 DIFFERENT OUTCOME, I THINK, IF THAT DECISION HAD BEEN MADE. SO  
7 WE NEED TO HAVE -- IN OTHER WORDS, THIS POSITION OF A  
8 LITIGATION MANAGER, RAY, HAS TO BE MORE THAN JUST MR.  
9 ESTABROOK AND HIS STAFF PERSON. IT'S GOT TO BE A TEAM OF  
10 PEOPLE WHO ARE DOING THIS WORK. AND REALLY, IT IS GOING TO BE  
11 A SAVINGS. BECAUSE THEY'VE GOT A LOT OF THINGS THAT THEY'RE  
12 DOING AT ONE TIME BESIDES THE FUTURE FORECASTING AND TRENDING.  
13 THEY ALSO HAVE TO ANALYZE SOME OF THESE CASES IN ORDER TO  
14 UNDERSTAND WHY DID WE GET TO THIS? COULD IT HAVE BEEN DONE  
15 DIFFERENTLY? AND THEN IMPLEMENTING THOSE EFFICIENCIES AND THEN  
16 THE DAY-TO-DAY DAILY MANAGEMENT.

17

18 **RAYMOND FORTNER, COUNSEL:** AND THERE IS A GREAT DEAL OF  
19 TEAMWORK INVOLVING THE MANAGING ATTORNEYS IN THE OFFICE AND ON  
20 UP INTO THE EXECUTIVE LEVEL. BUT I HAVE BEEN TALKING WITH  
21 STEVE. WE'LL SEE WHAT KINDS OF ADDITIONAL STAFF MIGHT BE  
22 NECESSARY, LITERALLY DEDICATED TO HIM AS OPPOSED TO BEING PART  
23 OF BEING PART OF THE GREATER TEAM IN THE OFFICE TO MAKE SURE  
24 THAT HE CAN ACCOMPLISH THESE TASKS.

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1    **SUP. MOLINA:** AND I HOPE THAT THE WHOLE ATTITUDE OF RESISTING  
2    THE COST LITIGATION MANAGER AND HIS RECOMMENDATIONS IS  
3    SOMETHING THAT'S NONEXISTENT WITHIN COUNTY COUNSEL. I KNOW IT  
4    EXISTED DURING WHEN MR. NAGLE WAS THERE. AND IT WAS A REAL  
5    PROBLEM. I DO HOPE THAT ALL OF OUR LAWYERS LOOK AT THIS. WELL  
6    IT IS ANOTHER LAWYER'S OPINION. BUT IT SHOULD BE AN OPINION  
7    THAT HOPEFULLY IS PART OF A COLLABORATIVE EFFORT OF JUST  
8    TRYING TO MAKE THINGS SMOOTHER, MORE EFFECTIVE. BECAUSE AT THE  
9    END OF THE DAY, EVERY DOLLAR THAT WE'RE SPENDING HERE IS A  
10   DOLLAR THAT TAXPAYERS ARE PAYING FOR, THEY WANT TO UNDERSTAND  
11   WHY. AND MORE IMPORTANTLY, THEY WANT TO RECONCILE IT AT THE  
12   END OF THE DAY. THAT HOPEFULLY IT WILL NOT HAPPEN AGAIN. AND  
13   THAT'S REALLY WHAT WE WANT. BUT WE NEED TO UNDERSTAND WHERE  
14   WE'RE GOING. SO THIS ROLE IS SIGNIFICANT AND IT'S IMPORTANT.  
15   AND IT ISN'T SOMETHING THAT WE SHOULD TROT OUT EVERY ONCE IN A  
16   WHILE AND HERE'S THE NUMBERS AND THERE THEY ARE, AND WE'LL  
17   WAIT FOR YOU NEXT YEAR TO SEE WHAT THE NUMBERS ARE. I THINK IT  
18   REALLY REQUIRES KIND OF A VIGILANCE EVERY SINGLE DAY OF  
19   RECOGNIZING THAT THIS IS A VERY SIGNIFICANT ROLE. AND I THINK  
20   THE TRENDING, UNFORTUNATELY, DOES SPEAK FOR ITSELF. AND I HOPE  
21   THAT WHAT WE'RE GOING TO SEE IS THE BEGINNING OF A DOWNWARD  
22   SPIRAL, MORE OF A CONTROL. AND MAYBE GETTING AN AUDITOR THAT'S  
23   GOING TO AGREE WITH YOU ON ITS AUDIT FINDINGS. BECAUSE AT THE  
24   END OF THE DAY I HAVE TO TRUST THE AUDITOR TO PRODUCE THAT  
25   REPORT. AND RIGHT NOW AT THIS POINT IN TIME HE DOES DISAGREE



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 WITH YOU ON WHETHER IN FACT YOU'RE IMPLEMENTING THEM. I THINK  
2 YOU HAVE TO GO BEYOND JUST EXPLAINING IT TO THEM BUT REALLY  
3 IMPLEMENTING THEM ON WHATEVER STANDARD. AND IT'S FAIR. ASK  
4 THEM. WHAT ARE THE FIVE THINGS I NEED TO DO? WHAT ARE THE  
5 THREE THINGS I NEED TO DO? AND I THINK SO THEY HAVE TO COME  
6 UP. BECAUSE WE'RE AT THE MERCY OF WHAT THEY TELL US.

7

8 **RAYMOND FORTNER, COUNSEL:** I THINK HE AND I CAN PUT IN OUR  
9 CONVERSATIONS THAT WE'VE HAD IN THE PAST, AND I WILL RENEW THE  
10 EFFORT TO SEE IF I CAN'T GET MORE TO A REPORT THAT MEETS THE  
11 EXPECTATIONS OF YOUR BOARD.

12

13 **SUP. BURKE:** DO YOU HAVE ANY FURTHER QUESTIONS? MR. ANTONOVICH?

14

15 **SUP. ANTONOVICH:** ON THE AUDITOR. OCTOBER 5TH, THERE'S SOME  
16 ADDITIONAL RECOMMENDATIONS. MAYBE YOU COULD GIVE US AN UPDATE  
17 ON THOSE. AND IF YOU COULD GIVE US A REPORT, RATHER ON THE  
18 LITIGATION COST MANAGERS AS OPPOSED TO THE 36 RECOMMENDATIONS  
19 BY THE AUDITOR'S JANUARY 29TH AUDIT INCLUDING THE NINE  
20 RECOMMENDATIONS MADE BY THE OUTSIDE ATTORNEY.

21

22 **RAYMOND FORTNER, COUNSEL:** ALL RIGHT. WE CAN DO A FOLLOW UP  
23 REPORT ON ALL THE REMAINING ONES THAT WERE NOT ADDRESSED.

24

25 **SUP. ANTONOVICH:** AND THE NEW ONES ON THE OCTOBER 5TH.



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1

2 **RAYMOND FORTNER, COUNSEL:** RIGHT.

3

4 **SUP. KNABE:** WE DON'T NEED TO GET INTO -- I THINK GLORIA IS  
5 RIGHT. WE WON'T SETTLE THAT HERE TODAY. BUT I WOULD  
6 SPECIFICALLY JUST ASK THE AUDITOR TO REPORT BACK TO US ON THE  
7 DIFFERENCE BETWEEN WHAT COUNTY COUNSEL SAYS AND WHAT HE'S  
8 SAYING ABOUT IMPLEMENTATION ON THOSE FIVE PARTICULAR ITEMS.  
9 AND THE ONE IN THE PARTIAL REVIEW OF IT, IT APPEARS THAT -- IT  
10 APPEARED THAT COUNTY COUNSEL DID FULLY IMPLEMENT. BUT INSTEAD  
11 OF MEASURING THAT, THE AUDITOR CONTROLLER SORT OF CREATED A  
12 NEW RECOMMENDATION. AND SO IF WE COULD JUST GET THE  
13 DIFFERENCES OF OPINION SO WE CAN SORT OF DECIPHER THROUGH  
14 THAT. AND THEN WE MAY BE ABLE TO HAVE A BETTER PUBLIC  
15 DISCUSSION.

16

17 **SUP. MOLINA:** DO YOU WANT TO SCHEDULE THAT? WHEN CAN YOU DO  
18 THAT REPORT?

19

20 **SUP. ANTONOVICH:** SECOND.

21

22 **SUP. MOLINA:** WHEN COULD THE AUDITOR DO THAT REPORT? A WEEK?  
23 TWO WEEKS?

24

25 **SPEAKER:** A WEEK.





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1

2 **SUP. MOLINA:** A WEEK. COULD WE SCHEDULE THAT? TWO WEEKS? I'M  
3 SORRY. COULD WE RESCHEDULE THAT SO THAT WE COULD GET THAT  
4 AUDITOR'S REPORT?

5

6 **SUP. BURKE:** IS THAT THE 30TH?

7

8 **SUP. MOLINA:** THAT WOULD BE FINE. THANK YOU.

9

10 **SUP. BURKE:** ALL RIGHT. ANYTHING FURTHER ON THAT ITEM? MOTION  
11 TO RECEIVE AND FILE?

12

13 **SUP. ANTONOVICH:** REPORT BACK.

14

15 **SUP. BURKE:** WITH A REPORT BACK.

16

17 **SUP. MOLINA:** MS. BURKE, I HAD A MOTION THAT I INTRODUCED AT  
18 THE BEGINNING.

19

20 **SUP. KNABE:** AND I SECONDED IT. COMBINE THE TWO, THE RISK  
21 MANAGEMENT AND COST LITIGATION.

22

23 **SUP. BURKE:** SO THE AMENDMENT TO 50, MOVED BY MOLINA, SECONDED  
24 BY KNABE. SO WITHOUT OBJECTION, THAT AMENDMENT IS ADOPTED.

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1    **SUP. MOLINA:** VERY GOOD, THANK YOU.

2

3    **SUP. BURKE:** IT'S JUST A RECEIVE AND FILE.

4

5    **SUP. MOLINA:** I GUESS THE NEXT ISSUE I HAVE IS THAT LOVELY  
6    ISSUE BETTER KNOWN AS RETROACTIVE CONTRACTS.

7

8    **SUP. BURKE:** ITEM 49.

9

10    **SUP. MOLINA:** 49. WHY DON'T WE BRING UP 44 AND 45 AT THE SAME  
11    TIME BECAUSE THEY'RE ALL RETRO CONTRACTS. SO I KNOW THAT THE  
12    C.E.O. HAS LOOKED AT THIS WHOLE ISSUE. ALL RIGHT. SO I HAD PUT  
13    IN THIS MOTION WAY BACK IN MAY. AND IT'S MY UNDERSTANDING --  
14    AND I READ YOUR REPORT. BUT BEING THE SKEPTIC THAT I AM, IF I  
15    PUT IN A MOTION RIGHT NOW AND I SAID THAT THE ONLY RETROACTIVE  
16    CONTRACT WE WILL ACCEPT IN THE FUTURE IS ONE THAT GETS PAID  
17    FOR OUT OF THE SALARY OF THE DEPARTMENT HEAD, DO YOU THINK  
18    THAT THAT WOULD BE AN OKAY MOTION? I MEAN, AS I UNDERSTAND THE  
19    WAY THAT YOU DID THIS IS YOU ASKED THE DEPARTMENT HEADS OKAY,  
20    OLLY OLLY OXEN, ALL IN FREE, YOU ASKED THEM "HOW MANY RETROS  
21    DO YOU HAVE? BRING THEM UP. AND THAT'S THE END OF THEM,"  
22    RIGHT?

23

24    **C.E.O. FUJUIOKA:** THAT WAS THE INTENT, YES.

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **SUP. MOLINA:** SO IF I PUT IN A MOTION THAT SAID THERE ARE NO  
2   MORE LAYING OUT THERE, BECAUSE SUPPOSEDLY THEY'RE ALL HERE AND  
3   WE'RE GOING TO MANAGE THESE RETROS. SO IF I PUT IN A MOTION  
4   THAT SAID UNLESS YOU CAN BRING ONE UP, IF YOU BRING ONE UP  
5   THAT WE HAVE TO DO BECAUSE WE HAVE TO PAY FOR, IT SHOULD COME  
6   OUT OF THE DEPARTMENT HEAD'S SALARY, DO YOU THINK THAT THAT  
7   COULD SAFELY BE DONE?

8

9   **C.E.O. FUJIOKA:** THIS IS SUPPOSED TO BE A COMPREHENSIVE LIST.  
10  I THINK YOU KNOW WHAT I'M TRYING TO DO RIGHT NOW.

11

12  **SUP. MOLINA:** BUT IT'S ONLY BECAUSE YOU ASKED THEM.

13

14  **C.E.O. FUJIOKA:** WHICH WE DID ASK FOR EVERY SINGLE CONTRACT  
15  THAT HAS ANY FORM OF RETROACTIVITY. WE'VE ALSO EMPHASIZED AT  
16  EVERY SINGLE DEPARTMENT, THROUGH OUR MEETINGS, THE NEED TO  
17  SEND THE CONTRACTS FORWARD BEFORE THEIR EXPIRATION DATE. A  
18  MOTION LIKE THAT, IT'S HARD FOR ME TO SAY YES TO THAT. I THINK  
19  IT MIGHT BE EVEN DIFFICULT TO ENFORCE.

20

21  **SUP. MOLINA:** THAT IS PROBABLY TRUE.

22

23  **C.E.O. FUJIOKA:** BUT KNOW, THOUGH, THAT ON THIS SUBJECT,  
24  WHenever WE TALK TO THE DEPARTMENT HEADS ON ANY OF THE  
25  ADMINISTRATIVE FUNCTIONS, WE ARE TRACKING THIS RIGHT NOW. AND



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 WE ARE ALSO TRACKING CONTRACTS IN GENERAL SO WE CAN IDENTIFY  
2 WHEN THEY EXPIRE, WITH MORE THAN SUFFICIENT TIME TO BRING IT  
3 BACK TO THIS BOARD.

4

5 **SUP. MOLINA:** ALL RIGHT. SO I AM PLEASED THAT YOU CREATED A  
6 PROCESS, FOR THE MOST PART, ON WHERE THEY ARE AND WHAT THE  
7 STATUS IS. BUT I DON'T KNOW. ARE THERE ANY CONSEQUENCES FOR  
8 THOSE DEPARTMENTS THAT KIND OF LEAVE SOME OUT THAT YOU MAY  
9 FIND?

10

11 **C.E.O. FUJIOKA:** WE HAVE IT, AS PART OF THEIR MANAGEMENT  
12 APPRAISAL PROGRAM, LOOKING AT THE TIMELY PROCESSING OF ANY  
13 KIND OF ADMINISTRATIVE ISSUE, PARTICULARLY CONTRACTS, IS ONE  
14 FACTOR. THAT'S A FACTOR THAT WILL ABSOLUTELY WILL BE  
15 CONSIDERED. ON A GO-FORWARD BASIS, WHERE WE HAVE SITUATIONS  
16 LIKE THIS POPPING UP ON A FREQUENT BASIS, IT WILL IMPACT THEIR  
17 -- NOT ONLY THEIR PAY, BUT THE PAY FOR THE SUBORDINATES THAT  
18 ARE DIRECTLY INVOLVED WITH THIS ISSUE, ARE RESPONSIBLE FOR  
19 LETTING A CONTRACT LAPSE AND NOT SENDING IT FORWARD IN A  
20 TIMELY MANNER. THAT IS ONE WAY OF HAVING THAT PERSONAL IMPACT  
21 FOR NOT ONLY THE DEPARTMENT HEAD BUT THE SUBORDINATE MANAGERS  
22 AND THE CHAIN RESPONSIBLE FOR THIS ONE PARTICULAR CONTRACT.  
23 THAT IS IMPORTANT.

24



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **SUP. MOLINA:** WELL, I DO THINK THAT ONE OF THE THINGS THAT  
2   NEEDS TO BE DONE, AS WELL, BECAUSE ONE OF THE THINGS THAT WE  
3   FOUND OUT IN ONE OF THE RETRO THAT IS BEING BROUGHT UP, THE  
4   RETROACTIVE CONTRACTS BEING BROUGHT UP TODAY, IS THAT THERE  
5   WAS A CLEAR VIOLATION OF POLICY WHERE YOU HAD A SUBORDINATE  
6   WHO APPROVED A CONTRACT WITHOUT ANY AUTHORIZATION WHATSOEVER.  
7   AND I THINK THAT'S A VERY, VERY DANGEROUS SITUATION.

8

9   **C.E.O. FUJIOKA:** THAT IS ABSOLUTELY A DANGEROUS SITUATION. AND  
10   YOU'RE RIGHT, THERE SHOULD BE CONSEQUENCES FOR THAT.

11

12   **SUP. MOLINA:** YEAH. I DON'T KNOW IF THERE HAVE BEEN OR NOT,  
13   BECAUSE WE DIDN'T GET THAT ANSWER.

14

15   **C.E.O. FUJIOKA:** IF YOU LIKE, WE CAN REPORT BACK ON THAT ONE.

16

17   **SUP. MOLINA:** WELL, AGAIN, WE DO NEED TO GET CONTROL OF IT. I  
18   WISH I COULD SAFELY PASS A MOTION LIKE THAT AND SAY THAT'S  
19   WHAT WE SHOULD DO. BUT UNFORTUNATELY I THINK WE WILL SEE MORE  
20   OF THEM. BUT I DO THINK THAT AS A C.E.O., HOPEFULLY YOU CAN  
21   COMMUNICATE AS CLEARLY TO ALL THE DEPARTMENT HEADS THAT THIS  
22   IS UNACCEPTABLE. THIS KIND OF LIABILITY THAT'S JUST OUT THERE  
23   WITHOUT BOARD AUTHORIZATION IS INAPPROPRIATE. AND IT JUST  
24   SHOULDN'T BE HAPPENING AT ALL. BUT IT IS AMAZING HOW MANY KEEP  
25   COMING UP, EVEN AFTER THE PROMISE THAT THEY'RE ALL GOING TO BE



The Meeting Transcript of  
The Los Angeles County Board of Supervisors

1 DONE. BUT I APPRECIATE YOUR EFFORT IN YOUR REPORT AS TO HOW  
2 YOU DID IT, HOW YOU'RE GOING TO CARRY IT OUT. YOU'RE GOING TO  
3 HAVE THIS WHOLE MANAGEMENT TEAM THAT'S GOING TO REVIEW THESE,  
4 I GUESS, AND HOPEFULLY PUT IN PLACE CORRECTIVE ACTIONS?  
5 BECAUSE THE OTHER THING THAT WE DO, UNFORTUNATELY, WELL,  
6 FORTUNATELY, WE HAVE CONTRACT MONITORS ALL DAY LONG OUT THERE.  
7 I MEAN, ALMOST EVERY SINGLE CONTRACT THAT WE HAVE HAS SOMEONE  
8 SUPPOSEDLY MONITORING IT. WE HAVE TO MAKE SURE THAT THOSE  
9 PEOPLE RECOGNIZE AND UNDERSTAND THAT THEY HAVE TO GIVE US --  
10 THAT THEY HAVE TO START THEIR WORK MUCH EARLIER. NOT THE DAY  
11 IT'S DUE AND IT'S TOO LATE. THEY HAVE TO START THREE, SIX,  
12 EIGHT MONTHS BEFORE THE CONTRACT IS UP EITHER TO RE-NEGOTIATE  
13 OR TO GET IT READY TO COME FOR RE-AUTHORIZATION TO THIS BOARD.  
14 AND I THINK THAT'S BEEN SOMETHING THAT MOST OF THE DEPARTMENTS  
15 -- SOME DEPARTMENTS MORE SO THAN OTHERS. BUT THEY NEED TO  
16 START CONTROLLING THIS BECAUSE IT IS A LIABILITY THAT WE  
17 SHOULDN'T CONTINUE.

18

19 **C.E.O. FUJIOKA:** WE AGREE. AND WE'VE TALKED ABOUT HAVING VERY  
20 SPECIFIC TRAINING FOR CONTRACT MONITORING. AND THAT'S ONE OF  
21 MANY ADMINISTRATIVE FUNCTIONS WHERE WE ARE GOING TO START  
22 TRAINING ON A COUNTY-WIDE BASIS FOR ALL DEPARTMENTS. AND  
23 THAT'S ONE ISSUE THAT WE WILL BE ADDRESSING, SOR THAT TRAINING  
24 PROCESS.

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **SUP. MOLINA:** WELL, I APPRECIATE YOUR RESPONSE TO ALL OF THAT.  
2   BASICALLY IT'S NOT JUST THIS ISSUE, BUT ON, I GUESS WHAT WE'RE  
3   DOING IS THE OTHER ITEMS ON THIS ITEM, MISS BURKE, WERE 49, 44  
4   AND 45. ALL OF THEM WERE RETROACTIVE CONTRACTS. AND SOME WERE  
5   MORE OF A PROBLEM THAN OTHERS. BUT I APPRECIATE THE WORK THAT  
6   WAS DONE BY THE C.E.O. TO BRING THEM IN AND MANAGE THEM.

7

8   **SUP. BURKE:** MOVED BY KNABE, SECONDED BY ANTONOVICH ON ITEMS  
9   44, 45 AND 49. WITHOUT OBJECTION, THESE ARE APPROVED. I'D LIKE  
10   TO ASK FOR RECONSIDERATION ON 50 BECAUSE THE 30TH THAT WE  
11   CONTINUED IT TO IS A DAY OF THE BELINSON HEARING. CAN WE HAVE  
12   A MOTION FOR RECONSIDERATION AND PUT IT OVER FOR ANOTHER WEEK?

13

14   **SUP. KNABE:** SURE.

15

16   **SUP. BURKE:** WITHOUT OBJECTION, MOVED BY KNABE, SECONDED BY  
17   ANTONOVICH THAT ITEM 50 IS RECONSIDERED AND THAT IT'S SET FOR  
18   NOVEMBER 6TH. WITHOUT OBJECTION, SECONDED BY ANTONOVICH.  
19   THAT'S CONTINUED TO NOVEMBER 6TH.

20

21   **SUP. MOLINA:** THE LAST ITEM THAT I HAVE IS ITEM 43. IT INVOLVES  
22   THE HEALTH DEPARTMENT AGAIN, AND THE C.E.O. I GET VERY NERVOUS  
23   WITH THIS DEPARTMENT WHEN I'M ASKED TO GIVE DELEGATED  
24   AUTHORITY. ITEM NUMBER 43.

25





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **SUP. BURKE:** ITEM 43. WOULD YOU LIKE THE DEPARTMENT TO COME  
2   FORWARD?

3

4   **SUP. MOLINA:** IF THEY'D LIKE. BECAUSE I WANT TO UNDERSTAND.  
5   THIS ISSUE, AGAIN, I KNOW THAT THE DEPARTMENT, WE ALREADY  
6   TALKED ABOUT THE HUGE DEFICITS THAT ARE COMING AND SO ON. AND  
7   I UNDERSTAND THAT WE'RE TRYING TO ATTRACT NEW REVENUE. AND  
8   POTENTIALLY THESE INSURANCE COMPANIES THAT ARE GOING TO BE  
9   SENDING US THEIR PATIENTS ARE GOING TO COME WITH REVENUE. BUT  
10   I WANT ASSURANCES OF THAT. BECAUSE I DON'T WANT TO GET SOME  
11   FLAT FEE THAT THIS IS ALL THE INSURANCE COMPANY PAYS FOR THESE  
12   SPECIALTY SERVICES AND IT COSTS US MORE. THAT WOULD BE ALMOST  
13   SUBSIDIZING THE INSURANCE COMPANIES. NOW HOW AM I GOING TO GET  
14   THOSE ASSURANCES?

15

16   **DR. BRUCE CHERNOF:** SUPERVISOR, AS WE HAVE DESCRIBED, WE WOULD  
17   NOT CONTRACT AT LOWER THAN OUR VARIABLE RATES. AND WE CAN  
18   CERTAINLY GO ALL THE WAY UP TO BOARD-APPROVED CHARGES, WHICH  
19   THAT WOULD OBVIOUSLY BE OUR GOAL. THIS DELEGATED AUTHORITY  
20   DOES NOT GIVE THE DEPARTMENT TO SIGN THESE CONTRACTS  
21   UNILATERALLY, BUT REQUIRES THE CONCURRENCE AND SIGNATURE OF  
22   BOTH THE C.E.O. AND COUNTY COUNSEL. AND THERE WILL BE REGULAR  
23   REPORTS TO THE BOARD. SO THE OVERSIGHT WILL BE THE C.E.O.  
24   STAFF, IN PARTICULAR, WILL BE REVIEWING EVERY CONTRACT TO MAKE  
25   SURE THAT THEY ARE MONITORING YOUR CONCERNS.



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1

2 **SUP. MOLINA:** WELL, I DON'T KNOW IF THERE ARE ENOUGH MAN HOURS  
3 IN SHEILA'S WORK SCHEDULE TO MONITOR ALL THOSE CONTRACTS. BUT  
4 ONE OF THE THINGS THAT I WANT TO MAKE SURE IS, IS THAT ALL THE  
5 COSTS ARE GOING TO BE COVERED. IT'S MY UNDERSTANDING NOW THAT  
6 A BURN PATIENT THAT IS SENT IN FROM SOME INSURANCE COMPANY,  
7 THEY DON'T PAY THE FULL COST OF OUR BURN PATIENT SERVICES, IS  
8 THAT CORRECT OR NOT?

9

10 **DR. BRUCE CHERNOF:** THEY PAY WHATEVER RATE WE NEGOTIATE WITH  
11 THEM, SUPERVISOR. IT MAY NOT BE OUR STANDARD BILL CHARGES, BUT  
12 NO HOSPITAL GETS PAID THEIR BUILD CHARGES.

13

14 **SUP. MOLINA:** WELL, BUT LISTEN TO ME, WHAT I'M SAYING. WHY  
15 SHOULD WE, THE COUNTY, TAXPAYERS, PAY FOR AND SUBSIDIZE AN  
16 INSURANCE COMPANY THAT IS SENDING THEIR PATIENTS TO OUR BURN  
17 CENTER? I UNDERSTAND WE HAVE THE MOST SUCCESSFUL, THE BEST  
18 QUALIFIED, BEST PREPARED BURN CENTER IN THE ENTIRE REGION. BUT  
19 WHY SHOULDN'T THEY PAY THE FULL COST ASSOCIATED WITH PROVIDING  
20 THAT CARE TO "THEIR PATIENT"?

21

22 **DR. BRUCE CHERNOF:** WELL WE DO HAVE THEM PAY THE FULL VARIABLE  
23 COST OF CARE BECAUSE THAT'S THE PART THAT WE HAVE CONTROL.

24



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **SUP. MOLINA:** YOU'RE USING THE WORD I DON'T KNOW. IS IT THE  
2   FULL COST?

3

4   **DR. BRUCE CHERNOFF:** SUPERVISOR, I WOULD WANT -- I RETURNED THE  
5   FINANCE PEOPLE TO THE BUILDING SINCE THEY WERE HERE EARLIER.  
6   I'D BE GLAD TO ANSWER THAT QUESTION IN MORE DETAIL. I AM NOT  
7   COMFORTABLE ANSWERING IT WITHOUT HIM HERE.

8

9   **SUP. MOLINA:** BILL, THE QUESTION I'M ASKING AND THAT SHEILA'S  
10   GOING TO BE ASKED OF ME AS WELL IS, AS WE LOOK AT THESE, I  
11   WANT TO MAKE SURE THAT WE ARE GETTING REIMBURSED FOR ALL OF  
12   THE COSTS. FIRST OF ALL, I'M NOT SO SURE THEY'RE EXCESS  
13   CAPACITY. SOME SPECIALTY MAY BE. BUT I'M VERY CONCERNED ABOUT  
14   CLOSING MARTIN LUTHER KING AND ALL OF A SUDDEN SAYING THAT WE  
15   MAY HAVE EXCESS CAPACITY. BUT IF WE DO, IF WE DO, I WANT TO  
16   MAKE SURE THAT THE INSURANCE COMPANIES ARE PAYING US FULL  
17   NICKEL. BECAUSE OTHERWISE IT IS A SUBSIDY OF TAXPAYER'S MONIES  
18   TO PRIVATE INSURANCE CARRIERS.

19

20   **DR. BRUCE CHERNOFF:** UNDERSTOOD.

21

22   **SUP. MOLINA:** THAT'S HOW I INTERPRET IT.

23



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **C.E.O. FUJIOKA:** WE'LL TAKE THAT AS A MOTION COMING FROM THE  
2   BOARD, AND WE'LL INCORPORATE THAT INTO ANY NEGOTIATIONS WE  
3   HAVE WITH THESE PROVIDERS.

4

5   **SUP. MOLINA:** IT HAS TO BE THE FULL RECOVERY OF THE FULL COST.  
6   NOT JUST WHATEVER, "THIS IS ALL WE PAY." BECAUSE I KNOW THAT'S  
7   HOW THEY DO CONTRACT THEIR BUSINESS. AND WE CAN'T AFFORD TO DO  
8   IT. SOME OF THE HOSPITALS AND OTHERS CAN AFFORD TO DO IT FOR  
9   DIFFERENT LEVELS, BUT WE CAN'T AFFORD TO DO IT BECAUSE THESE  
10   ARE TAXPAYER FUNDS.

11

12   **SUP. KNABE:** WELL, THE OTHER SIDE OF THAT, THE IMPORTANT SIDE  
13   OF THIS, IS TO HAVE THE CONTRACTS IN PLACE. BECAUSE FULL COST  
14   RECOVERY IS BEST. BUT THERE HAS BEEN, PARTICULARLY AT RANCHO,  
15   THE INABILITY TO TAKE IN PAYING PATIENTS BECAUSE OF THE LACK  
16   OF CONTRACTS.

17

18   **SUP. MOLINA:** I UNDERSTAND, BUT AT THE SAME TIME, DON, I AGREE  
19   WITH THAT.

20

21   **SUP. KNABE:** SO WE JUST WIND UP WITH THE NONPAYING CUSTOMER. SO  
22   I MEAN, I AGREE WITH YOUR FULL COST RECOVERY, BUT ON THE OTHER  
23   HAND, WE'VE BEEN HAMMERING ON THESE CONTRACTS FOR A LONG TIME  
24   TO HAVE THEM IN PLACE SO THAT PLACES LIKE RANCHO, WHO HAVE A  
25   NATIONAL REPUTATION, CAN TAKE PAYING PATIENTS.



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1

2 **SUP. MOLINA:** I UNDERSTAND. BUT LET'S NOT BEGIN WITH THE  
3 PROCESS OF WE'RE GOING TO TAKE WHATEVER RATE YOU GIVE US. WE  
4 PROVIDE THE BEST CARE AT RANCHO FOR REHAB. THEY MAY NOT PAY,  
5 BUT WE NEED TO HAVE THAT SO IT ISN'T JUST PROVIDING AND  
6 GETTING PATIENTS INTO THOSE BEDS. IT IS TRYING TO MAXIMIZE  
7 THAT. AND I WANT TO UNDERSTAND WHERE THE DIFFERENCE IS AND I  
8 WANT TO BE ABLE TO UNDERSTAND OKAY, THIS IS WHAT IT COSTS FOR  
9 A BURN PATIENT AND THIS IS ALL THEY CAN PAY.

10

11 **DR. BRUCE CHERNOF:** BUT SUPERVISOR, IF I MAY FOR A SECOND. I  
12 THINK THE CHALLENGE HERE, AND I THINK YOUR REQUEST IS  
13 REASONABLE, AND I CAN WORK WITH THE C.E.O. STAFF ON IT. I  
14 THINK THE CHALLENGE HERE IS THAT IN EACH OF OUR FACILITIES, WE  
15 HAVE FIX FIXED COSTS. SO THE BONDED INDEBTEDNESS OF THE  
16 FACILITIES AND SOME OF THE PENSION ISSUES. SO WE PAY THOSE AT  
17 A FACILITY REGARDLESS OF WHETHER OR NOT I PUT A PATIENT IN  
18 THOSE BEDS. AT THE END OF THE DAY, IF I CAN MAKE THE VARIABLE  
19 COSTS AND SOME INCREMENT ON THAT, THAT BRINGS ADDITIONAL  
20 REVENUES TO THE FACILITIES. AND ANY INCREMENT ON THAT HELPS TO  
21 COVER OUR FIXED COSTS AS WELL, WHICH WE WILL PAY FOR  
22 REGARDLESS OF WHETHER OR NOT I PUT SOMEONE IN THAT BED. YOUR  
23 POINT, WHICH I HEAR YOU CLEARLY, IS YOU WANT TO MAKE SURE WE  
24 ARE NOT SUBSIDIZING THE INSURANCE INDUSTRY AND THAT WE ARE  
25 NEGOTIATING COMPETITIVE CONTRACTS. AND I THINK THAT'S THE GOAL



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 WE SHOULD BE REACHING FOR, AND I AM COMMITTED TO WORKING WITH  
2 THE C.E.O. TO DEMONSTRATE THAT. AND HE WILL NOT SIGN-- HE'S  
3 GOING TO HOLD ME ACCOUNTABLE AND WE'RE GOING TO BE REPORTING  
4 TO THE BOARD ON A REGULAR BASIS THESE CONTRACTS. HE WILL HOLD  
5 ME ACCOUNTABLE TO MAKING SURE THAT'S TRUE.

6

7 **SUP. MOLINA:** AND I HAVE A MOTION THAT SAYS THAT. ONE OTHER  
8 PART, FIRST OF ALL, WE WANT TO MAKE SURE THAT IT IS EXCESS  
9 CAPACITY. I UNDERSTAND PATIENT MIX. I UNDERSTAND THAT. AND  
10 BELIEVE ME, IT'S AN ARGUMENT I MADE WHEN WE WERE TRYING TO  
11 REBUILD L.A. COUNTY USC. BECAUSE ONCE YOU START LOANING THEN  
12 YOU DON'T HAVE THE MIX THAT YOU NEED IN ORDER TO PROVIDE  
13 STABILITY FOR THE PATIENTS THAT CAN'T AFFORD TO PAY. BUT WE  
14 NEED TO MAKE SURE THAT WE ARE TRACKING EXCESS CAPACITY  
15 APPROPRIATELY. BECAUSE I DON'T WANT PEOPLE TO BE KICKED OFF OF  
16 A BED BECAUSE WE'VE GOT A PAYING CUSTOMER ON THE BED. AND SO  
17 WE HAVE TO BE CAREFUL WITH THAT.

18

19 **DR. BRUCE CHERNOF:** SUPERVISOR, I COMPLETELY AGREE WITH YOU.  
20 THERE'S ONLY FOUR AREAS, IN MY ESTIMATION WHERE THIS  
21 CONSIDERATION MAKES SENSE AT ALL. AND THEY ARE FAR AND AWAY,  
22 90 PERCENT PERCENT OF THIS, ARE OPPORTUNITIES FOR RANCHO LOS  
23 AMIGOS TO GROW ITS PAYER BASE. AND THAT'S VERY IMPORTANT FOR  
24 RANCHO, WHETHER IT STAYS IN THE COUNTY FAMILY OR WHETHER THERE  
25 IS AN APPROPRIATE PRIVATE PARTNER. IT WILL MAKE IT MUCH EASIER



The Meeting Transcript of  
The Los Angeles County Board of Supervisors

1 TO FIND A PRIVATE PARTNER IF THEY CAN GROW A PAIR MIX THAT  
2 MAKES SENSE. AND IF THERE IS NO PRIVATE PARTNER OUT THERE,  
3 THERE IS A CRYING NEED, THERE IS NO TRUE REGIONAL REHAB CENTER  
4 IN SOUTHERN CALIFORNIA. AND THERE ARE PAYING CUSTOMERS OUT  
5 THERE WHO WE CAN GET A REASONABLE RATE. I NEED TO BE ABLE TO  
6 SHOW THAT TO YOU BUT THAT'S THE POINT. THE THREE OTHER AREAS,  
7 QUICKLY, SUPERVISOR, IF I MAY. TO A MUCH LESSER DEGREE,  
8 THERE'S A LITTLE BIT OF OPPORTUNITY AROUND BURN. BURN IS  
9 EXTREMELY EXPENSIVE AS A SERVICE TO SUPPORT. AND IF WE CAN  
10 KEEP THOSE BEDS FULL WITHOUT KEEP KICKING ANYBODY OUT OF A BED  
11 OR PREVENTING ANYBODY FROM GETTING INTO A BED, THAT'S A  
12 REASONABLE THING TO DO. AND THEN THE TWO MINOR AREAS THAT  
13 REMAIN: NUMBER ONE IS THE AREAS WHERE WE HAD SOME SPECIALTY  
14 PEDIATRICS, PARTICULARLY OUT OF OLIVE VIEW THAT ARE SOMEWHAT  
15 UNDERUTILIZED. AND IF WE CAN-- PEOPLE ARE VERY FAR AWAY FROM  
16 PEDIATRIC SPECIALISTS THERE. THESE ARE MORE OUTPATIENT THAN  
17 INPATIENT ORIENTED. IF WE CAN BRING THAT BUSINESS IN, GREAT.  
18 AND THE LAST AREA IS O.B. WE'VE LOST A LOT OF O.B. OVER THE  
19 YEARS. BUT THERE IS A NEED IN CERTAIN PARTS OF THE COUNTY TO  
20 CONTRACT FOR THOSE SERVICES. WE DO HAVE CAPACITY TO DO MORE  
21 DELIVERIES. AND IF THEY BRING US APPROPRIATE REVENUE, TO YOUR  
22 POINT, WE SHOULD BE WILLING TO CONSIDER THAT.

23

24 **SUP. KNABE:** I MEAN, AS AN EXAMPLE. AS I UNDERSTAND IT, WE  
25 CAN'T EVEN -- ON THE WORKERS' COMP SIDE OF IT, WE CAN'T EVEN





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 DO ON THE REHAB SIDE. WE CAN'T EVEN DO COUNTY EMPLOYEES AT  
2 RANCHO BECAUSE THERE'S NO CONTRACTS IN PLACE.

3

4 **SUP. MOLINA:** THAT'S TERRIBLE.

5

6 **SUP. BURKE:** THAT'S RIGHT. I KNOW I TRIED FOR A LONG, LONG TIME  
7 TO GET THE COUNTY EMPLOYEES --

8

9 **SUP. MOLINA:** I THINK WE SHOULD. AGAIN, THESE ARE OPPORTUNITIES  
10 WHEN WE HAVE BEDS AVAILABLE, WHICH IS WHY TRACKING OF EXCESS  
11 CAPACITY IS IMPORTANT. BUT IT IS ALSO TRUE THAT WE NEED TO GET  
12 REIMBURSED FOR WHAT COSTS ARE ASSOCIATED. AND I DO KNOW THAT  
13 WE STILL PROVIDE SOME OF THE MOST COST-EFFECTIVE AND EFFICIENT  
14 BEDS IN THE ENTIRE REGION. SO WE DO HAVE THAT CAPABILITY. AND  
15 I'VE ALWAYS RECOGNIZED THAT WE HAVE TO HAVE THAT PAYER MIX IN  
16 THERE AS WELL, IN ORDER TO SUSTAIN OUR NONPAYING PATIENTS AS  
17 WELL. I DO HAVE A MOTION THAT BASICALLY SAYS THAT AS PART OF  
18 THE DELEGATED AUTHORITY, ALL NEGOTIATED CONTRACTS HAVE TO  
19 INCLUDE THE RATES THAT COVER OUR COSTS FOR PROVIDING THOSE  
20 SERVICES, AND THAT WE ALSO TRACK EXCESS CAPACITY. SO I HAVE A  
21 MOTION FOR THAT, AS WELL.

22

23 **SUP. BURKE:** MOVED BY --

24



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 **DR. BRUCE CHERNOF:** AGAIN, SUPERVISOR, MY CONCERN IS THAT WE  
2 MEET YOUR EXPECTATION. AND WHAT I PROPOSE IS THAT BECAUSE THE  
3 FIXED COSTS ARE WHAT THEY ARE, THE VARIABLE COSTS ARE WHAT IT  
4 COSTS TO PUT A PATIENT IN THE BED, THAT THAT WOULD BE THE  
5 FLOOR THAT YOU WOULD WANT US TO COVER. THAT WE AT MINIMUM  
6 COVER OUR VARIABLE. BECAUSE THE FIXED, I WILL PAY OUT OF MY  
7 BUDGET WHETHER OR NOT I PUT SOMEBODY IN THAT BED.

8

9 **C.E.O. FUJIOKA:** WE HAVE -- AND THIS IS THE ISSUE THAT WAS  
10 DISCUSSED DURING THE -- WHEN THE PVP ITEM CAME BEFORE THIS  
11 BOARD. THE ISSUE BEING THE DIFFERENCE BETWEEN OUR COSTS PER  
12 PATIENT VERSUS THE COST FOR A PVP. WE HAVE A FAIRLY LARGE  
13 OVERHEAD AND THAT'S THE FIXED COST, VERSUS THE VARIABLE COSTS  
14 THAT DR. CHERNOF IS REFERRING TO. SO WHAT WE WANT TO COME BACK  
15 IS COME BACK WITH A PROPOSAL -- OR NOT COME BACK WITH A  
16 PROPOSAL, BUT THAT WE WOULD ENTER INTO CONTRACTS WITH THESE  
17 VARIOUS AGENCIES THAT WOULD ADDRESS YOUR VARIABLE COSTS. AND  
18 WHERE APPROPRIATE WOULD ALSO INCORPORATE SOME OF OUR FIXED  
19 COSTS, DEPENDING UPON THE SERVICE. IT WON'T BE -- THERE'S NOT  
20 GOING TO BE KIND OF A ONE SIZE FITS ALL. IT DEPENDS ON SOME OF  
21 THESE SPECIALTY SERVICES AND HOW WE WOULD STRUCTURE THE  
22 REIMBURSEMENT RATE FOR THAT, RIGHT?

23

24 **DR. BRUCE CHERNOF:** THAT'S CORRECT.

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1    **SUP. BURKE:** AND NOTHING IN HERE WOULD PROHIBIT THE NEGOTIATION  
2    WITH HMOS TO USE OUR FACILITIES, RIGHT?

3

4    **C.E.O. FUJIOKA:** NOT AT ALL.

5

6    **DR. BRUCE CHERNOF:** THAT'S THE PURPOSE OF THIS SUPERVISOR,  
7    WOULD BE TO NEGOTIATE ON A VERY SELECT BASIS. ONLY IN THOSE,  
8    IN MY MIND, IT'S THE FOUR AREAS THAT I'VE DESCRIBED. BUT ONLY  
9    IN THOSE AREAS WHERE THERE IS CAPACITY TO CONTRACT SELECTIVELY  
10    FOR THOSE SERVICES.

11

12    **C.E.O. FUJIOKA:** AND KNOW, THOUGH, THAT --

13

14    **SUP. BURKE:** CHP DOESN'T PAY FULL PRICE. I MEAN, CHP NEGOTIATES  
15    A FEE ALSO WITH OUR HOSPITALS, RIGHT?

16

17    **DR. BRUCE CHERNOF:** WE HAVE AN INTERNAL SHARING. I MEAN WE HAVE  
18    A VERY UNIQUE RELATIONSHIP BECAUSE WE'RE BOTH A PLANNER AND  
19    OPERATING SYSTEM. BUT WE DO HAVE AN ALLOCATING PROCESS FOR THE  
20    COST OF CARE, YES, BOTH OUT OF NETWORK AND IN THE NETWORK THAT  
21    WE OPERATE.

22

23    **C.E.O. FUJIOKA:** WHEN YOU HEARD DR. CHERNOF SAY THAT WOULD BE  
24    DONE ON A VERY SELECT BASIS, EMPHASIZE THE WORD VERY. BECAUSE  
25    THERE ARE ONLY PROBABLY A SMALL NUMBER OF VERY SPECIALTY



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 SERVICES THAT WE CURRENTLY OFFER THAT ARE ATTRACTIVE TO SOME  
2 OF THESE OUTSIDE PROVIDERS. SO IT'S NOT AS IF WE'RE GOING TO  
3 BE ENTERING INTO VERY, VERY LARGE CONTRACTS WITH JUST OUR  
4 GENERAL SERVICES. MAINLY FOR THE VERY SPECIALTY SERVICES.

5

6 **DR. BRUCE CHERNOF:** IN FACT, IT'S JUST THE FOUR THAT I  
7 OUTLINED. THOSE ARE THE FOUR AREAS WHERE THERE MIGHT BE  
8 INTEREST.

9

10 **SUP. MOLINA:** ALL RIGHT. SO IS THERE A PROBLEM WITH THE MOTION  
11 AS I PUT IT IN?

12

13 **DR. BRUCE CHERNOF:** AS LONG AS OUR UNDERSTANDING IS VARIABLE  
14 COST IS THE FLOOR, THEN I THINK WE'RE FINE.

15

16 **SUP. MOLINA:** BECAUSE I DON'T KNOW EXACTLY WHAT THAT MEANS. CAN  
17 YOU REPORT THAT BACK TO US? I MEAN I HOPE IT SAYS IT'S  
18 COVERING OUR COSTS FOR PROVIDING THE SERVICES.

19

20 **C.E.O. FUJIOKA:** WE CAN DO THAT WITH THE -- THIS IS A VERY  
21 COMPLEX ISSUE. YOU SHOULD ASK US TO COME BACK WITH THAT FEE  
22 STRUCTURE AND WE CAN SHOW THE BOARD WHAT WE'RE TRYING TO DO  
23 AND HOW WE'RE GOING TO STRUCTURE THE CONTRACTS WITH THESE  
24 AGENCIES. I THINK THAT WOULD ONLY BE FAIR.

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **SUP. MOLINA:** ALL RIGHT. THEN INSTEAD OF THE MOTION THAT I  
2   HAVE, THAT NOW WE'RE GOING TO GET A REPORT BACK. WE'RE STILL  
3   DELEGATING THE AUTHORITY, WHICH MEANS YOU'RE GOING TO BEGIN  
4   THE NEGOTIATIONS WITH SOME OF THOSE FOLKS.

5

6   **C.E.O. FUJIOKA:** BUT BEFORE WE CONSUMMATE THEM, WE COME BACK TO  
7   THIS BOARD.

8

9   **SUP. MOLINA:** RIGHT. BECAUSE WE WANT TO UNDERSTAND THOSE COSTS.

10

11   **C.E.O. FUJIOKA:** YES.

12

13   **SUP. MOLINA:** OKAY. FAIR ENOUGH.

14

15   **SUP. BURKE:** ALL RIGHT. SO WITH THAT UNDERSTANDING, YOU MOVE  
16   ITEM 50 AS AMENDED -- NOT ITEM 50. ITEM 43 AS AMENDED.  
17   SECONDED BY KNABE; WITHOUT OBJECTION, SO ORDERED. OKAY. I HAVE  
18   -- I DON'T THINK THAT WE HAVE ANYTHING ELSE.

19

20   **CLERK SACHI HAMAI:** WE HAVE ITEM 51 ALSO.

21

22   **SUP. BURKE:** OH, 51. OKAY.

23

24   **CLERK SACHI HAMAI:** AND SUPERVISOR KNABE'S ADJOURNMENTS.

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1    **SUP. BURKE:** I HAVE ONE ITEM FIRST, SO ITEM 51. I'LL CALL ITEM  
2    51. C.E.O.

3

4    **C.E.O. FUJIOKA:** ITEM 51 DEALS WITH -- IT'S A REPORT FROM OUR  
5    OFFICE REGARDING BASICALLY THE MECHANISM TO ADDRESS THE  
6    UNFUNDED LIABILITY FOR RETIREE HEALTH BENEFITS. WHAT WE'RE  
7    ASKING TODAY IS FOR YOU TO APPROVE THE MECHANISM TO CREATE A  
8    TRUST THAT WILL BE DIRECTLY RELATED TO HOW WE WOULD FUND THIS  
9    PARTICULAR ISSUE. WE'RE NOT RECOMMENDING ANY MONEY RIGHT NOW.  
10   WE MERELY ARE ASKING FOR YOUR AUTHORITY TO CREATE THIS TRUST.  
11   WE DID SIT DOWN THROUGH A JOINT LABOR MANAGEMENT PROCESS WITH  
12   THE VARIOUS UNIONS HERE IN THE COUNTY. WE AGREED ON THIS FIRST  
13   STEP, ON THE CREATION OF THIS TRUST. WE WILL COME BACK TO YOU  
14   IN THE FUTURE WITH THE REQUESTS TO APPROPRIATE MONEY TO PLACE  
15   INTO THIS TRUST. RIGHT NOW, THIS IS THE FIRST STEP. WE ALSO,  
16   IN OUR REPORT, WE'VE ALSO TALKED ABOUT THE NEED TO ENTER INTO  
17   FURTHER DISCUSSIONS WITH OUR VARIOUS LABOR GROUPS AND HOW  
18   COLLECTIVELY WE CAN WORK TOGETHER TO FURTHER MITIGATE THE  
19   IMPACT ON THE COUNTY AND TO ADDRESS THIS UNFUNDED LIABILITY.

20

21   **SUP. BURKE:** ALL RIGHT, IS THERE A MOTION?

22

23   **SUP. KNABE:** I MOVE THE RECOMMENDATION.

24

25   **SUP. ANTONOVICH:** SECOND.



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1

2 **SUP. BURKE:** MOVED BY KNABE, SECONDED BY ANTONOVICH. WITHOUT  
3 OBJECTION, SO ORDERED.

4

5 **C.E.O. FUJIOKA:** THANK YOU SO MUCH.

6

7 **SUP. BURKE:** I HAVE JUST ONE ITEM, AND IT'S A REPORT BACK.  
8 FIRST OF ALL WE ALL KNOW THAT HIV/AIDS IS, AMONG LATINOS AND  
9 AFRICAN-AMERICANS, IS 70 PERCENT OF THE WHOLE POPULATION. I  
10 FEEL IT'S VERY IMPORTANT TO HAVE OUTREACH, PARTICULARLY SINCE  
11 WE HAVE THESE ISSUES OF SEXUALLY TRANSMITTED DISEASES AND  
12 SYPHILIS THAT WE'RE FINDING MORE AND MORE IN OUR HIV  
13 POPULATION. AND OBVIOUSLY IT'S IMPACTING THE AFRICAN-AMERICAN  
14 AND LATINO POPULATION. ONE OF THE THINGS THAT HAS HAPPENED IS  
15 THE HIV/AIDS, DEPARTMENT OF PUBLIC HEALTH HAS INDICATED THAT  
16 THEY INTEND NOT TO RENEW THE CONTRACT FOR OUTREACH IN THE  
17 AFRICAN-AMERICAN LATINO COMMUNITY. IT'S ABOUT \$500,000, WHICH  
18 IS THE CONTRACT. BUT THAT THEY WILL GO OUT FOR AN RFP THAT  
19 THEY WILL RELEASE IN JULY. THE \$500,000 IT'S NOT CLEAR,  
20 THOUGH, WHAT THEY'LL DO WITH THOSE FUNDS NEXT YEAR. AND  
21 THEY'VE INDICATED THEY WOULD PROBABLY SPEND THEM ON DIRECT  
22 CLIENT SERVICES, BUT IT'S NOT CLEAR HOW THE RECIPIENT OF THE  
23 \$500,000 WILL BE DETERMINED. SO I AM MOVING THAT WE ASK FOR A  
24 REPORT BACK IN TWO WEEKS ON THEIR PLAN FOR SPENDING THE  
25 \$500,000 THAT HAS BEEN ALLOCATED FOR OUTREACH AND COMMUNITY





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 DEVELOPMENT INITIATIVES. AND THAT THIS SHOULD INCLUDE THEIR  
2 INTENTIONS FOR INSURING THAT THERE'S AN HIV OUTREACH COMPONENT  
3 FOR AFRICAN-AMERICANS OR LATINOS IN LIGHT OF THE PROPOSED GAP  
4 IN COMMUNITY MOBILIZATION EFFORTS. AND ALSO, THEIR PLAN AND  
5 JUSTIFICATIONS FOR THE NEW RFP PROCESS AS WELL, FEASIBILITY OF  
6 EXTENDING EXISTING CONTRACTS WHILE A NEW SOLICITATION PROCESS  
7 IS DESIGNED, RESOLICITED AND AWARDED. THAT'S A REPORT BACK.

8

9 **SUP. KNABE:** SECOND.

10

11 **SUP. BURKE:** I'LL MOVE THAT. SECONDED BY ANTONOVICH. WITHOUT  
12 OBJECTION, SO ORDERED. SUPERVISOR KNABE?

13

14 **SUP. KNABE:** I HAVE SOME ADJOURNMENTS.

15

16 **SUP. BURKE:** YOU HAVE ADJOURNMENTS?

17

18 **SUP. KNABE:** FIRST OF ALL THAT WE ADJOURN IN MEMORY OF JOSHUA  
19 BRIGGS. JOSHUA NATHANIEL BRIGGS, WHO WAS THE SON OF JUDITH  
20 LILLARD, ROWLAND HILLS RESIDENT AND PROGRAM DIRECTOR OF THE  
21 GENERAL RELIEF PROGRAM SECTION OF THE DEPARTMENT OF PUBLIC  
22 SOCIAL SERVICES WHO PASSED AWAY ON OCTOBER 1ST AT THE VERY  
23 YOUNG AGE OF 25 FROM THE EFFECTS OF MUSCULAR DYSTROPHY. HE IS  
24 SURVIVED BY HIS LOVING PARENTS, JUDITH LILLARD AND DAVID  
25 BRIGGS. STEPFATHER BUD, STEPMOTHER RENEE, BROTHER DAVID,



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 NEPHEW DAVID, JR., AND NIECE BREANNA. IN ADDITION, JUDITH'S  
2 DPSS FAMILY JOINS HER IN MOURNING HER SON'S PASSING. ALSO THAT  
3 WE ADJOURN IN MEMORY OF DERMOT COOPER, SR., WHO PASSED AWAY ON  
4 SEPTEMBER 29TH. HE WORKED AT THE "LOS ANGELES TIMES" AND ALSO  
5 OWNED COOPER GRAPHICS IN PASADENA. DERMOT HAD A LIFE LONG  
6 PASSION FOR SAILING AND WAS A PAST COMMODORE AND A VERY ACTIVE  
7 MEMBER IN THE PACIFIC MARINER'S YACHT CLUB. DERMOT WAS AN  
8 INTEGRAL PART OF THE MARINA DEL REY BOATING COMMUNITY. HIS  
9 LOVE AND ENTHUSIASM FOR SAILING AND THE SEA WAS ONLY SURPASSED  
10 BY HIS LOVE FOR HIS FRIENDS AND FAMILY. HIS INVOLVEMENT IN THE  
11 YACHT CLUB AND MARINA COMMUNITY ALLOWED HIM TO ENJOY BOTH. AND  
12 HIS LEADERSHIP INSPIRED OTHERS TO DO THE SAME. HE WILL BE  
13 SORELY MISSED. HE IS SURVIVED BY HIS CHILDREN, DERMOT, JR.,  
14 DARREN, AND FIONA, EIGHT GRANDCHILDREN, TWO BROTHERS, AND HIS  
15 NIECES AND NEPHEWS. ALSO THAT WE JOIN AND ADJOURN IN MEMORY OF  
16 EIZO ETOW, A LONG TIME HERMOSA BEACH RESIDENT AND FORMER OWNER  
17 OF A PROMINENT SOUTH BAY NURSERY, WHO PASSED AWAY RECENTLY AT  
18 THE AGE OF 87. HE WAS AN ARTIST WHO CHOSE PAINT AND PLANTS AS  
19 HIS MEDIA. HE RAN ETOW'S 101 NURSERY FOR NEARLY 40 YEARS AND  
20 LANDSCAPED MANY RESIDENTIAL AND COMMERCIAL YARDS IN THE SOUTH  
21 BAY. HE RETIRED AND CLOSED HIS NURSERY IN 1985. HE WAS A VERY  
22 LONG TIME MEMBER OF THE HERMOSA CLUB AND DID THE COVER ARTWORK  
23 FOR THE GROUP'S ANNUAL MEMBERSHIP BOOK FOR MANY YEARS. HE WAS  
24 A PAST DIRECTOR OF THE CALIFORNIA ASSOCIATION OF NURSERYMEN  
25 AND RECEIVED AN AWARD AS AN EXPERT NURSERYMAN FROM THE



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 CALIFORNIA POLYTECHNIC UNIVERSITY IN SAN LUIS OBISPO. HE IS  
2 SURVIVED BY FOUR CHILDREN AND TWO GRANDCHILDREN. THOSE ARE MY  
3 ADJOURNMENTS. OH, ONE MORE. EXCUSE ME, I HAVE ONE MORE. JUST  
4 ONE MORE. WE JUST GOT WORD OF THIS, AND I WANTED TO ADJOURN IN  
5 HER MEMORY, TO ADJOURN IN THE MEMORY OF BARBARA "DEE"  
6 DAVENPORT. BARBARA WAS ONE OF OUR ORIGINAL RANCHO ARTISTS AND  
7 WAS A LONG-TIME FRIEND AND PATIENT AT RANCHO LOS AMIGOS  
8 HOSPITAL. SHE SUFFERED A STROKE THIS PAST THURSDAY AND PASSED  
9 AWAY, LEAVING BEHIND HER FAMILY AND MANY FRIENDS. WE WOULD  
10 LIKE TO EXTEND OUR SINCEREST CONDOLENCES TO HER DAUGHTER,  
11 KELLY, AND HER SISTER, MARILYN. SHE WAS AN INSPIRATION TO  
12 MANY, AND WILL BE MISSED IN HER FAMILIAR FACE AT OUR ART  
13 PROGRAMS IN NOVEMBER. BARBARA WAS A VERY SPECIAL PERSON, AND  
14 HELPED MENTOR YOUNGER ARTISTS AT RANCHO AS WELL, TOO. SO WE  
15 STRONGLY ADJOURN IN HER MEMORY.

16

17 **SUP. BURKE:** SO ORDERED.

18

19 **SUP. ANTONOVICH:** I HAVE ONE ADJOURNMENT MOTION. JULES  
20 SANDFORD, WHO PASSED AWAY THIS WEEK AT THE AGE OF 79. HE WAS  
21 THE PARTNERS THAT PUBLISHED -- AND HIS PARTNERS ESTABLISHED  
22 THE MONROVIA LAW FIRM, PATTEN, FAITH, AND SANDFORD. SERVED IN  
23 THE UNITED STATES NAVY DURING WORLD WAR II. GRADUATED FROM USC,  
24 LOYOLA LAW SCHOOL. AND HIS SERVICE INCLUDED THE JUNIOR CHAMBER  
25 OF COMMERCE, THE FOOTHILL UNITY CENTER, THE MONROVIA BOARD OF



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 REALTORS, AND BOARD MEMBER OF THE MONROVIA DAYS ASSOCIATION.  
2 HE AND HIS WIFE, BETTY, WERE THE RECIPIENTS OF THE BOYS AND  
3 GIRLS CLUB FOR THE LOVE OF YOUTH AWARD. AND THEY WERE  
4 SCHEDULED TO BE THE GRAND MARSHALS FOR THIS YEAR'S CHRISTMAS  
5 PARADE IN MONROVIA. HE'S SURVIVED BY HIS WIFE BETTY AND THEIR  
6 CHILDREN AND FOUR GRANDCHILDREN.

7

8 **SUP. KNABE:** I'D LIKE TO JOIN IN THAT.

9

10 **SUP. BURKE:** ALL MEMBERS. PUBLIC COMMENT? TERRY JACKSON? DR.  
11 J.A. SHAH? AND ETHEL JOHNSON? PLEASE COME FORWARD?

12

13 **SUP. BURKE:** YES, DR. SHAH.

14

15 **DR. J.A. SHAH:** THANK YOU. YES, GOOD AFTERNOON. THANK YOU FOR  
16 LETTING ME TALK ABOUT THIS, SOME ISSUES I WAS WONDERING AND  
17 INTERESTING ALSO. WHEN YOU WERE TALKING ABOUT THESE LEGAL  
18 CASES 2000, I WAS JUST WONDERING ROOT CAUSE. WHAT IF THE ROOT  
19 CAUSE LOOKS LIKE SUBSTANDARD MEDICAL CARE AND MAYBE THERE ARE  
20 MANY CASES THAT ARE VERY SIMILAR -- TO ALL EMPLOYEES. I KNOW  
21 MYSELF THAT HOW MUCH LEGAL BUSINESS ARE -- BY OUTSIDE LAWYERS  
22 ALL ALONG FOR THE LAST 30 YEARS. I THINK YOU OUGHT TO CONTROL  
23 THE CASES, PUT SOME PEOPLE WHO ARE IN CHARGE WHO DECIDE THAT  
24 THE CIVIL RIGHTS OF THE EMPLOYEE OR ABUSES BY SUPERVISORS OF  
25 THE EMPLOYEES SHOULD BE STOPPED NOW SO THAT YOU CAN SEE THE



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 MONEY. BECAUSE LEGAL COSTS CAN MAKE YOU BANKRUPT. OTHER TALK  
2 ABOUT WAS THIS-- TALKING ABOUT THIS CONTRACTING OUR SERVICES.  
3 THERE ARE SO MANY COMPETENT PEOPLE IN OUR OWN GROUPS, BUT WE  
4 DON'T USE THEM. WE TRY TO GIVE CONTRACTS OUT AND THAT WAY OUR  
5 COST GO UP. AS I MENTIONED AGAIN NOW, WE NEED ACCOUNTABILITY  
6 AND LEADERSHIP. I KNOW YOU'RE ALL CONCERNED THAT YOU SHOULD  
7 HAVE THE BEST CARE AND A PROPER BUDGET AND THAT YOU HAVE  
8 DELIVER FULL QUALITY SHOULD BE INCREASED. AND THERE IS NO WAY  
9 WE CAN JUST KEEP TALKING FOR 30 YEARS AND YOU'RE NOT DOING  
10 ANYTHING MUCH EXCEPT NEW SERVICE IN MY MIND. I KNOW THAT YOU  
11 ARE ALL COMPETENT PEOPLE BUT YOU HAVE TO DEMAND AND GET WHAT  
12 WE CALL ACCOUNTABILITY. ALSO, TO MAKE SURE WHAT ARE THE ROOT  
13 CAUSES OF THE PROBLEMS YOU ARE FACING, INCLUDING BUDGET,  
14 MEDICAL CARE, MEDICAL MALPRACTICE CASES, EMPLOYEES CIVILIZED  
15 CASES. YOU SHOULD THINK SERIOUSLY ABOUT WHAT IS GOING ON.  
16 BECAUSE YOU DON KNOW, MAYBE YOU ARE TOO BUSY DOING SOMETHING  
17 ABOUT YOURSELF AND YOUR PEOPLE. BUT ON THE WHOLE IN OUR COUNTY  
18 PEOPLE ARE NOT GETTING WHAT THEY'RE SUPPOSED TO GET FROM YOUR  
19 SERVICES, PARTICULARLY BECAUSE OF OUR EMPLOYEES ARE NOT GOOD,  
20 OUR PATIENTS WE TREAT LIKE NUMBERS, ARE NOT EMPATHETIC TO  
21 THEM, THOSE PROVIDERS AND ESPECIALLY WITH YOUR SUPERVISORS. I  
22 JUST WANT TO SAY, ALSO WE SEE A SYSTEM WHERE INCOMPETENTS ARE  
23 PROMOTED, COMPETENTS ARE HARASSED. DID YOU EVER THINK  
24 SERIOUSLY AND LOOK AT THE RIGHTS OF THE PEOPLE, BECAUSE MOST  
25 OF THE EMPLOYEES COME TO WORK FOR COUNTY TO SERVE POOR PEOPLE.



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 RIGHT? FEW EMPLOYEES WANTS TO BE WHAT WE CALL LAZY. I THINK  
2 THE SYSTEM ITSELF DON'T ALLOW BECAUSE THE LEADERSHIP FOR  
3 EMPLOYEES TO GIVE FREELY HUNDRED PERCENT OF OUR DUTY. PLEASE  
4 THINK SERIOUSLY. THIS IS A WARNING IN THE SENSE THAT YOU ARE  
5 INTERESTED IN DOING THE BEST, BUT YOU ARE NOT WATCHING  
6 LEADERSHIP AND SUBORDINATES AND YOU MUST DO SOMETHING ABOUT  
7 IT. THANK YOU VERY MUCH FOR THE TIME. HAVE A GOOD DAY.

8

9 **SUP. BURKE:** THANK YOU. TERRY JACKSON? ETHEL JOHNSON.

10

11 **ETHEL JOHNSON:** YES. GOOD AFTERNOON TO THE BOARD. I'M HERE THIS  
12 MORNING AND I'M ASKING FOR MR. MICHAEL D. ANTONOVICH. GOOD  
13 AFTERNOON. BRIAN D. MEJIA, HE COMES FROM SAN DIMAS. AND I WANT  
14 TO THANK HIM FOR CALLING ME BACK. ALSO I'M THANKING HIM. HE  
15 DID PUT IN GROUND MAINTENANCE DOWN AT MARTIN LUTHER KING, I  
16 MEAN WHAT THEY CALL GROUND MAINTENANCE. AND ALSO AS A MILITARY  
17 SOLDIER AND VETERAN, I HAVE PUT IN FOR MY APPEAL AS A BVA,  
18 HOPING THAT THEY WILL GET IN TOUCH WITH ME SOON ABOUT THAT  
19 BECAUSE EVERYTHING IS UP AT 11000 WILSHIRE. RIGHT NOW I REALLY  
20 WANT TO RETIRE ALSO BECAUSE I'VE BEEN AN ALTERNATE FOR THE  
21 COUNTY BOARD OF SUPERVISORS. THEY DON'T KNOW ME THAT WELL. AND  
22 ALSO I WORKED FOR THE COUNTY OF LOS ANGELES USC. AND I WORKED  
23 FOR HARBOR GENERAL. AND I WORKED FOR A LOT OF HOSPITALS. AND  
24 I'VE ALWAYS BEEN CAPABLE OF TRYING TO DO THE VERY BEST I CAN  
25 IN THE COMMUNITY. I'M ALSO ON CIBA-1, CIBA-2, CIBA-3 OF LOS





The Meeting Transcript of  
The Los Angeles County Board of Supervisors

1 ANGELES CITY REDEVELOPMENT AND THEY'VE CALL ME BACK. SO I'M  
2 HERE TODAY TO EXPLAIN ABOUT WHAT THEY'RE SAYING ABOUT RANCHO  
3 DOMINGUEZ. WE HAVE SO MANY PEOPLE THAT COMPLAIN ABOUT WHAT THE  
4 PEOPLE IN THE HOSPITAL IS DOING. I'M RIGHT THERE AT MARTIN  
5 LUTHER KING HOSPITAL. I HAVE NEVER IN MY LIFE AS A NURSE DONE  
6 ANYTHING OR RUN MY MOUTH DAY IN AND DAY OUT. IF I COULDN'T  
7 GIVE YOU A GOOD WORD, IF I COULDN'T GIVE YOU SOMETHING TO GO  
8 ON, TO ENCOURAGE YOU TO GET UP OUT OF THAT BED AND, YOU KNOW,  
9 GO HOME, IN A WHEELCHAIR OR ANYTHING ELSE. IT IS EMBARRASSING  
10 TO ME IN MY AREA OF WATTS TOWERS, COMPTON DISTRICT 2, IT IS  
11 VERY EMBARRASSING, IT'S HURTING ME, IT'S REALLY HURTING ME.  
12 BECAUSE THEY DON'T TELL THE TRUTH ABOUT WHAT'S GOING ON IN THE  
13 AREA. NOW, MR. KNABE'S AREA, IN HIS AREA, YOU CAN GO TO THE  
14 AREA, I MEAN, YOU KNOW, HELLO, HOW ARE YOU? YOU KNOW? HOW ARE  
15 YOU, MISS JOHNSON? AND IT JUST GOES OFF. I SAYS, YOU KNOW, I  
16 DON'T KNOW WHAT TO SAY, NOW MR. KNABE. I WORKED ALSO IN 1990,  
17 I WENT OUT ON THE SHIP TO THE COAST. SADDAM HUSSEIN. HE CARES  
18 LESS ABOUT US AT ALL. MY DADDY SHINED SHOES IN LONG BEACH AT  
19 THE PARK. I ENTERTAINED THE NAVY WHEN I WAS 21 YEARS OLD. BUT  
20 NOBODY KNOWS THE FEELING, IN MY AREA, I GET LIKE THAT. I DON'T  
21 LIKE IT, MRS. BURKE, I'M A RESPECTABLE WOMAN. AND I'M A  
22 RESPECTABLE KID COMING UP IN THE AREA. AND I DON'T LIKE WHAT'S  
23 GOING ON, OKAY? THANK YOU.

24

25 **SUP. BURKE:** ABSOLUTELY. THANK YOU VERY MUCH.





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1

2 **ETHEL JOHNSON:** ESPECIALLY CAN WE HAVE ON THE TRAINING  
3 APPRENTICE?

4

5 **SUP. BURKE:** OKAY, THANK YOU.

6

7 **ETHEL JOHNSON:** CAN WE HAVE THAT?

8

9 **SUP. BURKE:** WE'RE GOING TO TRY.

10

11 **ETHEL JOHNSON:** OKAY, THANK YOU.

12

13 **CLERK SACHI HAMAI:** IN ACCORDANCE WITH BROWN ACT REQUIREMENTS,  
14 NOTICE IS HEREBY GIVEN THAT THE BOARD OF SUPERVISORS WILL  
15 CONVENE IN CLOSED SESSION TO DISCUSS ITEM NUMBER CS-1,  
16 CONFERENCE WITH LABOR NEGOTIATORS, WILLIAM T FUJIOKA AND  
17 DESIGNATED STAFF, AND ITEM CS-2 CONSIDERATION OF DEPARTMENT  
18 HEAD PERFORMANCE EVALUATIONS AS INDICATED ON THE POSTED  
19 AGENDA. THANK YOU..

20

21

22

23

24

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 I, JENNIFER A. HINES, Certified Shorthand Reporter  
2 Number 6029/RPR/CRR qualified in and for the State of  
3 California, do hereby certify:

4 That the transcripts of proceedings recorded by the  
5 Los Angeles County Board of Supervisors October 16, 2007,  
6 were thereafter transcribed into typewriting under my  
7 direction and supervision;

8 That the transcript of recorded proceedings as  
9 archived in the office of the reporter and which  
10 have been provided to the Los Angeles County Board of  
11 Supervisors as certified by me.

12 I further certify that I am neither counsel for, nor  
13 related to any party to the said action; nor  
14 in anywise interested in the outcome thereof.

15 IN WITNESS WHEREOF, I have hereunto set my hand this  
16 17th day of October 2007 for the County records to be used  
17 only for authentication purposes of duly certified transcripts  
18 as on file of the office of the reporter.

19

20 JENNIFER A. HINES

21 CSR No. 6029/RPR/CRR

22

23